

# San Francisco and 351st Host 52d Annual Conference

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**Former Joint Chiefs Chair Gen. John Shalikashvili, with Mrs. Delois Wilkie (left) and USMC Lt. Gen. Carol Mutter. Shalikashvili, a longtime CA supporter and member of the CAA's National Honorary Board of Directors, received the 2000 Annual Award, the Association's highest honor.**

San Francisco, long a home for American military power, welcomed attendees, family, friends, and guests to the 52d Annual Conference of the Civil Affairs Association and the 2000 Worldwide Civil Affairs Conference.

Conference registration began on Thursday morning, 29 June, at Conference headquarters, the historic Westin Hotel Saint Francis, located in the heart of town on Union Square.

On Thursday afternoon, Corps Chief Maj. Gen. William Berkman convened the semi-annual meeting of the Army Reserve Civil Affairs Corps Committee. Later in the afternoon, Association President Maj. Gen. Donald Campbell convened the Association's summer Board of Directors meeting. The Board voted to increase annual dues by \$5 a year beginning with 2001, but also agreed to include an annual CA coin for members beginning next year (see sidebar for details).

The Board also directed the secretary/treasurer to explore the possibilities for the Association to use credit card payment for dues and esprit-de-corps items. The Board accepted the

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## 2001 to Bring Changes to CAA, Force Structure



Like our commanders, the Civil Affairs Association evaluates itself on readiness. But while our units are graded on equipment, personnel and training, the Association evaluates itself on the number of people it represents.

It was only seven years ago that the CA branch had only 600 officers assigned to its ranks. But with CA's success in the Balkans and elsewhere around the globe, the CA branch has experienced an increase in recognition and respect. Now the branch boasts \_\_\_\_\_ officers and \_\_\_\_\_ enlisted members, and the Chief, Army Reserve, has approved a plus-up in Army Reserve CA to 1,123 spaces, to include four new CA battalions. We have also seen a surge of CA-related growth among our allies and international counterparts, with more CA billets and units added all over the world.

As the CAA continues to keep pace with the growth of the community and the ever-expanding mission requirements, it is necessary to measure the provided support by our associated costs. For many years, CAA has maintained one of the lowest membership fees of any professional military association. In the past, CAA has absorbed increases in postage and operating costs without affecting annual membership dues. But absorbing these costs and trying to maintain step with a dramatic OPTEMPO has

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invitation from New York City's 353d Cmd. to have next year's Conference there during the last week of June 2001.

Events began with "The Streets of San Francisco," an ice-breaker at the hotel on Thursday evening. Conference chair Col. Bart Evans arranged for music, plenty of delicious hors d'oeuvres, and an environment that allowed people to get acquainted, getting the Conference off to a fast start.

The Conference officially began on Friday morning when host Col. Mike Kuehr, Maj. Gen. Campbell, and Maj. Gen. Berkman welcomed attendees. The opening keynote address was provided by Mr. Frank Jones, Deputy Assistant Secretary of Defense for Special Operations Policy and Support. (Mr. Jones' address may be found on pages 8-9.)

This Conference had a decided international flavor. There was also a civilian-military mix of attendees and persons on the program making presentations. For example, the opening keynote panel presentation on Friday morning had speakers who were senior military officers from the UK and from Germany, speakers who were senior civilians from the Canadian and the U.S. governments, and a representative from the UN High Commission on Refugees.

Maj. Gen. Berkman was the speaker at the luncheon on Friday.

There were two panel presentations on Friday afternoon: The Political-Military Plan, and International Perspectives on Civil Affairs and Civil-Military Cooperation. These, again, were international in flavor with military personnel from the UK,

Germany, Netherlands, and Republic of Korea speaking. These officers were joined by civilians representing Canada, the UN, and the U.S. Department of State.

Saturday morning was a U.S. Army show: Brig. Gen. Ken Bergquist, president of the Special Operations University, gave his vision for future special operations. Next, USASOC Commander Lt. Gen. William Tangney presented discussed Civil Affairs in the 21st Century. The morning was inspirationally capped by Army Chief of Staff Gen. Eric Shinseki, who shared his vision of "the Army After Next."

The speaker at the Saturday, Association-sponsored luncheon was USACAPOC commander Brig. Gen. Bruce Bingham, who reviewed his past four years as commander of USACAPOC, then looked to the future. (A synopsis of his remarks may be found on page 10.)

Saturday also provided a mix of special topic sessions: "Civil Affairs Then and Now: Lessons from Historical and Contemporary Missions," "Building Unity of Effort in the International Community," "New Missions, New Skills, New Partners," and "How CA Organizations Can Influence Their Own Future." USSOCOM deputy commander-in-chief, Lt. Gen. Norton Schwartz, provided closing session remarks that summarized his reactions to Conference discussions and presented his view for the future.

As in the past, this Conference was jointly sponsored by the Association and the Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD SO/LIC). Col. Kuehr, the commander of the 351st CA Cmd., was the local host. Conference chair was 351st chief of staff, Col. Evans, ably assisted by the full-time staff and members of the 351st. Conference coordinator for ASD SO/LIC was Col. Dan Williams who was assisted by Ms. Jill Heininge and Col. Bruce Sweeney.

Plans are already underway for the 53d Annual CAA Conference, to be held in late-June in New York City. Watch the *J&N* and CAA website for details (*Brig. Gen. Dennis A. Wilkie*)

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## MARK YOUR CALENDARS

# 53d Annual CAA Conference

Crowne Plaza -- Broadway  
New York, NY  
28 June thru 1 July 2001

# Shalikashvili, Geiger Get Top Awards

On the final evening of the San Francisco Conference, a pipe band led attendees and their guests to the Grand Ballroom of the Saint Francis Hotel for the 52d Annual Banquet of the Civil Affairs Association.

Col. Mike Kuehr, commander of the host 351st CA Cmd., welcomed those in attendance and called for posting of the colors and honors to the flag. CAA President Maj. Gen. Donald Campbell then presided over the events of the evening.

Here before an international audience, Gen. John M. Shalikashvili and Col. John W. Geiger received the Association's top awards.

Pres. Campbell presented to *Gen. Shalikashvili* the Association's highest honor, the Annual Award, for his outstanding contributions in the field of Civil Affairs. Gen. Shali, as he is known to the troops, served as chairman of the Joint Chiefs of Staff from October 1993 to September 1997. Prior to that his service included commander-in-chief, U.S. Forces, Europe, and NATO's tenth supreme allied commander, Europe (SACEUR). Today, he is a visiting professor at Stanford University and serves on the board of directors of businesses, universities, and research and professional organizations. Gen. Shalikashvili also serves on the CA Association's National Board of Honorary Members.

In April 1991, following Operation Desert Storm, Gen. Shali was appointed commander of the internationally acclaimed Operation Provide Comfort, which returned destitute Kurdish refugees from the snow-covered mountains of eastern Turkey to secure homes in northern Iraq. Maj. Gen. Campbell, then commander of the Bronx's 353d Civil Affairs Cmd., served as the senior Civil Affairs officer under Gen. Shali during Provide Comfort.

*Col. Geiger*, a director and Association life member, received the Ralph Temple Award, which is presented to a person for outstanding service in the furtherance of the Association's objectives. Executive Committee chair Col. Irv Lindley made the presentation to Col. Geiger.

Col. Geiger was commander of Columbia, S.C.'s 360th CA Bde. during its deployment to Haiti for Operation Uphold Democracy. His Civil Affairs service also included staff assignments with the 360th, the U.S. Army Civil Affairs and Psychological Operations Cmd. (USACAPOC), and the 352d Civil Affairs Cmd. Earlier military service included that as an infantry



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Executive Committee chair Col. Irv Lindley (left) with Col. John and Mrs. John Geiger. Geiger was the recipient of this year's Temple Award.

company commander in the Republic of Vietnam. Col. Geiger has served as an Association director for many years, and for much of this time he has chaired the important annual conference committee.

The banquet's guest speaker was Army Reserve Chief Maj. Gen. Thomas Plewes. A continuing and strong supporter of Civil Affairs, the CAR shared with banquet attendees his view of the current role and condition of the Army Reserve, plans for increased strength of USAR Civil Affairs, and his vision for a stronger, better trained and more well-equipped Army Reserve. (Brig. Gen. Dennis A. Wilkie) ■

## CSM Franciosa Passes Away

**Cmd. Sgt. Maj. John Franciosa of Philadelphia's 304th CA Bde. passed away 9 July. He also served as the senior enlisted advisor for Norristown, Pa.'s 416th Bn. from 1993 to 1997. Memorial contributions in Cmd. Sgt. Maj. Franciosa's name can be made to: The Make-a-Wish Foundation of Philadelphia and Southeastern Pennsylvania, 1000 Germantown Pike, Suite F-2, Plymouth Meeting, PA 19462.**

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The CAR, Maj. Gen. Thomas Plewes, flanked by CAA directors Col. Kal Oravetz and Jack Basil.

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forced the Board of Directors to reexamine its financial base.

This reexamination resulted in the Board's decision at the San Francisco annual conference in June that dues be increased. Effective 1 January 2001, officers' dues will increase from \$20 to \$25, enlisted from \$10 to \$15. Also agreed upon was a separate fee for international members of \$25. Life membership remains the same: \$100 for enlisted members and \$175 for officers and international members. These fees are necessary if the CAA is going to continue to provide the same level of coverage and support along with sustaining the quality of the *Journal and Newsletter*.

Also in June, the Board approved other changes that will increase the visibility of the community, as well as provide Association membership a tangible way to identify themselves to others. Beginning 1 January, every CAA member will receive an individually numbered CA coin upon dues payment. Life members will receive gold-plated coins engraved with their name and the year they become a life member. Current life members will receive a coin with the year they became a life member.

This past year, the Civil Affairs Corps, through the financial support of the CAA, began to recognize a junior officer, NCO, and enlisted member from our Army and

Marine CA units. Each nominee's packet was judged on the contributions the individual made to the CA/SOF community and its mission. The winners were honored as the Civil Affairs Association junior officer, NCO and enlisted member of the year, and were recognized at the annual conference in San Francisco.

But while this year has seen one of the highest number of nominees in recent years, there were still units that failed to recognize individual accomplishments. Packets recognizing the 2000-2001 CA operators of the year are due no later than 1 April. The Association will also recognize CA operators from our international counterparts, the U.S.

Marines and the 96th Civil Affairs Bn. For additional information, commanders and first-line leaders may contact Alan King at 910-432-8023. ■

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**No rest for our hosts... Lt. Col. Linda Benko of the 351st Cmd. oversees business at the Ops Center.**

# Awards Program Recognizes Those Outstanding in the Field

## 14 Units to Receive Distinguished Unit Citations

Today our CA soldiers and units are providing great service to our country and around the world. The U.S. Army CA Corps, a member of the Army's Regimental System, recognizes this service through its awards program for CA individuals and units, and for other persons engaged in CA activities. The CA Association is a participant in this program, providing funds for support.

## Distinguished Member of the CA Corps

The Distinguished Member of the CA Corps is awarded to an individual Corps member who merits recognition by the Chief of the Corps for outstanding contributions to CA and its traditions. Over 175 soldiers, NCOs and officers have been designated as DMOCs. A CA esprit-de-corps medallion accompanies this award; this medallion is on a purple and white ribbon and is authorized for wear at formal military events.

## Honorary Member of the CA Corps

Over 75 individuals have been designated as Honorary Members of the CA Corps. These are persons who have made outstanding contributions to Civil Affairs and its traditions. Persons eligible for recognition as an HMOC include members of the Army in branches other than Civil Affairs, members of other U.S. military services, allied military personnel, and civilians recognized for their contributions.

## Junior Officer/NCO/Soldier of the Year Awards

The Corps, in conjunction with the CA Association, annually presents Junior Officer, NCO, and Soldier of the Year awards in each unit. Annually each CA unit is requested to select a junior officer, NCO, and soldier of the year. Candidates are to be evaluated for their overall military performance, technical competence, and leadership. Those selected will have demonstrated the ability to influence the actions and mission outcomes of their peers, subordinates, leaders and units. The persons selected in each unit are eligible to be evaluated for selection as the one outstanding CA junior officer, NCO, or soldier of the year. The three persons that are selected by a formal board and named most outstanding of their peers for the year are recognized by the Corps and Association at the Annual

Worldwide CA Conference. Biographies of this year's winners may be found on page 6 of this issue.

## Distinguished CA Unit Citations

This year the CA Distinguished Unit Citation has been presented to 14 units for their membership support of the CA Association. It is the Association that provides the financial support for the awards, esprit-de-corps, and other Corps activities. The Distinguished Unit Citation displays the crest of the USARCA Corps and the logo of the CA Association. Citations have been sent to the 350th and 353d commands; the 304th, 308th, 354th, 358th and 360th brigades; and the 443d and 478th battalions. Citations will soon be sent to the 352d Cmd., the 364th Bde., and the 407th, 432d, and 486th battalions. The citations presented this year are signed by Association President Maj. Gen. Donald Campbell and Corps Chief Maj. Gen. William Berkman. (*Brig. Gen. Dennis Wilkie*) ■

## Frankel and Hodgkins Elevated to Emeritus Status

Cols. Herman Frankel and Wendell Hodgkins were elevated to emeritus status at the June Board of Director's meeting in San Francisco. Director and life member Maj. Gen. Mike Boyd presented the resolution and made the motion to honor the two recently retired secretary/treasurers, both of whom have together served the Association for a combined total of 30 years in the secretary/treasurer capacity.

Prior to careers in Army Civil Affairs, both men saw enlisted service in World War II. Frankel was in the Army in Europe where he participated in the final invasion push into Germany. Following the war, he served as a civilian in the U.S. military government of Germany.

Hodgkins served in the Navy in the Pacific. After the war, he completed ROTC training at the University of Maine and was commissioned an infantry second lieutenant. He then served on active duty in Trieste during the joint U.S.-British military government of the city.

Both Frankel and Hodgkins remain active in the Association, now serving in an advisory capacity. Both are residents of Maryland and are enjoying retirement in the company of family and friends. (*J&N*) ■

# Corps Recognizes Leaders of the Future

Each year the CA Corps selects an outstanding junior officer, NCO, and enlisted person that best exemplifies the Corps' spirit and "can-do" attitude. Selection is based on performance and contributions in the field of Civil Affairs as described in the individuals' unit nomination package.

This year, Capt. Oxana Werbiansky, Sgt. First Class Gorakh Persaud, and Spec. Joseph Picioli were recognized by the USAR Civil Affairs Corps as the 2000 Civil Affairs Junior Officer, NCO, and enlisted member of the year.

Each attended the Annual Civil Affairs Conference in San Francisco, where they were congratulated by CA Corps Chief Maj. Gen. William Berkman, CAA President Maj. Gen. Donald Campbell, USACAPOC Commander Brig. Gen. Bruce Bingham, and CA Corps Committee chair Col. Joe Kirlin.

**Junior Officer of the Year.** Capt. Oxana L. Werbiansky of Kalamazoo, Mich.'s 415th Bn. was named junior officer of the year based on her untiring dedication, impeccable professionalism and thorough competence while consistently demonstrating the ability to successfully accomplish difficult and complex CA missions.

Due to her ability to comprehend the political and technical implications of CA operations, Capt. Werbiansky has been a by-name request to participate in many highly visible missions. In preparation for her eight-month Operation Joint Guardian tour, this officer took part in two CMTC rotations in Hohenfels,

Germany, during which she helped prepare the 1-26 Inf. Bn., with which she deployed to Kosovo. She trained 58 soldiers in the 415th for Kosovo and participated in a three-week planning session in Germany before her deployment.

While overseas, Capt. Werbiansky's team was responsible for saving the lives of several Kosovar Serbs. Upon learning of gunfire in a nearby village, her team investigated and found four wounded women. She immediately took charge, organizing local civilians and U.S. personnel to stabilize the victims while calling in a MEDEVAC flight.

She also coordinated with NGOs to re-roof more than 100 houses in four towns. The project was a complete success as well as an outstanding example of the cooperation fostered between KFOR, relief agencies, and the local populace. Additional projects under her direction were the purchase and distribution window glass, heating stoves, and more roofing tiles and beams, costing in excess of \$50,000. These supplies were delivered to remote villages under a program Capt. Werbiansky developed to incorporate relief efforts with regularly scheduled security patrols.

Capt. Werbiansky is a soldier who aggressively pursues clarity and excellence in mission accomplishment. Her boundless enthusiasm and energy instill confidence in all who work with her.

**NCO of the Year.** From January through August 1999, Sgt. First Class Gorakh Persaud of Utica, N.Y.'s 414th Bn. served as the construction operations sergeant for the Civil Functional Team on Operation Joint Forge in Bosnia. The position called for an individual of higher rank. In support of reconstruction projects for Bosnia and Herzegovina he drafted plans detailing roads, houses and telecommunications networks. The results of his assessments resulted in completion of over \$100,000 of reconstruction projects.

Sgt. First Class Persaud was the only non-commissioned officer working with the NATO engineers and NGOs to support this funding, and the milestones which he created were drafting points for the reconstruction of an entire village. He initiated a program to develop and implement plans for rifle and

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The Corps' display detailed its numerous contributions to the CA community.

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pistol ranges that were built for three different police academies. Further, he assisted in developing a training program for the British Royal Engineers to instruct local refuse workers on how to better maintain and repair their equipment.

He also trained NATO soldiers in the CIMIC Task Force in the operations and licensing of the HMMWV.

Not just a "down-range" soldier, Persaud became his detachment training NCO, developing, implementing and managing the successful implementation of the yearly training plan.

Sgt. First Class Persaud was cited by his unit as standing out from his peers and is recognized by the CA Association as NCO of the year.

**Enlisted Person of the Year.** In addition to his unit's nomination, Spec. Joseph A. Picioli of Webster, N.Y.'s 401st CA Bn., was evaluated during his AIT as a soldier who used his skill, knowledge, and positive attitude to win praise by cadre and peers alike; one whose communications skills and decision-making process set him at the top of his class.

In December 1998, all 38As in Picioli's battalion were alerted for probable mobilization in support of Operation Joint Forge. As a 71L admin specialist, Picioli could not deploy. Picioli's response was that he became qualified as a CA specialist. He completed his primarily leadership development course (PLDC), was made an acting sergeant, and deployed with the other 34 soldiers from his battalion.

During the deployment, Spec. Picioli filled the important position of night battle captain... normally a position filled by a captain or junior major, and was instrumental in ensuring the accuracy of CA military activity reporting within MND-North. Spending the majority of his rare off-duty hours developing a computerized database reporting system, Picioli's computer enhancements proved invaluable to the G5 section. His nightly CIMIC briefings to the commanding generals of the 49th Armored and 10th Mountain divisions, as well as his daily briefs to the G3 Ops, contributed to the divisions' capabilities to focus assets and support displaced persons and refugee returns. He also generated daily CIMIC reports.

Spec. Picioli was tasked to perform tasks normally assigned to much senior personnel, impressing his peers and supervisors in the NATO environment, and receiving for his efforts the Army Commendation and NATO medals for outstanding performance.

## Others also recognized...

**Officer of the Year Runners-Up.** USARCA Corps Certificates were presented to others nominated by their units for recognition. Receiving certificates as the nominated junior officers of the year from their units are: Capt. Eric Brandon (431st Bn.); Capt. Karl Brusino (414th Bn.); Capt. William Carter (352d Cmd.);

Capt. Dennis Dworshak (407th Bn.); Capt. Jan Forman (358th Bde.); Capt. Eric Haaland (353d Cmd.); 1st Lt. David Hofman (411th Bn.); Capt. Melissa Kuo (4th CAG, USMC); 1st Lt. Dennis Lang (448th Bn.); Capt. Reuben McCoy (478th Bn.); Capt. Amy Reese (308th Bde.); and Capt. Robert Senteli (413th Bn.).

**NCO of the Year Runners-Up.** Corps certificates were presented to the following NCOs as runners-up for the NCO of the year award: Sgt. First Class Romie Ashby (415th Bn.); Sgt. First Class Kenneth Nease (96th Bn.); Sgt. First Class Amy Vanlanduyk (411th Bn.); Sgt. First Class Thomas Volz (308th Bde.); Staff Sgt. Daniel Gill (407th Bn.); Staff Sgt. Matthew Osman (401st Bn.); Staff Sgt. Juan Parodi (478th Bn.); Staff Sgt. Andriajan Smaic (402d Bn.); Staff Sgt. Edmead Smith (353d Cmd.); Staff Sgt. Terrance Vires (350th Cmd.); Sgt. Alexandra Contreras (364th Bde.); Sgt. Christopher Ditzio (304th Bde.); Sgt. Christopher Hecker (448th Bn.); Sgt. Christiana Kassab (422d Bn.); Sgt. Michael McLanahan (431st Bde.); and Sgt. First Class Jack Solorio (351st Cmd.).

**Enlisted Member of the Year Runners-Up.** Corps certificates were presented to the following enlisted personnel as runners-up for the enlisted person of the year: Spec. Joshua Fuchs (407th Bn.); Spec. Tiffany Lopez (448th Bn.); Spec. Edwin Marrero (414th Bn.); Spec. Ryan McLaughry (364th Bde.); Spec. Nick Wade (431st Bn.); Spec. Nicole Washington (416th Bn.); and Pvt. First Class Steven Mudd (308th Bde.).

## Call for Nominations

This Fall a request for nominations will be sent to all units for nominations for junior officer, NCO, and enlisted person of the year for 2000-2001. All units are encouraged to use this as another opportunity to recognize their personnel and to promote unit esprit-de-corps. (J&N) ■

# SO/LIC Proactive in Achieving CA Master Plan

by Mr. Frank L. Jones

Dep. Asst. Sec. Of Defense, Special Operations Policy and Support

*(As Dep. Asst. Sec. Of Defense, Special Operations Policy and Support, Frank L. Jones, a member of the Senior Executive Service oversees all SOF policy, to include that of CA and PSYOP, within the Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (OASD SO/LIC).*

*(Before his present assignment, Mr. Jones served within OASD SO/LIC as principal director for Drug Enforcement Policy and Support. He was also the principal director for Peacekeeping and Humanitarian Assistance.*

*(Other previous assignments include time with the Office of the Assistant Secretary of Defense for Strategy and Requirements, Hdqs., USAF; Hdqs., Dept. of the Army; Air Force Systems Command; Air Force Logistics Command; and U.S. Army Materiel Command. In these assignments, he was responsible for policy formulation, implementation and assessment; acquisition, budget and program analysis; and logistics management.*

*(Presented here are Mr. Jones' remarks from the San Francisco conference. – The Editor)*

Over the past few months, I have had the opportunity to become better acquainted with the CA community through my participation at the Worldwide Civil Affairs Conference 2000 and the first annual Marine Corps Civil Affairs Symposium. These two events highlight the vibrancy of Civil Affairs and the burgeoning recognition of military personnel trained for these duties.

In my addresses at these events, I outlined some of the areas which I believed my office could make a contribution to furthering an understanding of the CA mission among civilian and military leaders within the Dept. of Defense and organizations external to it. I mentioned in both speeches that a Civil Affairs Master Plan had been initiated in my office some years ago but had not been completed. I still believe in the value of such a plan, but I view it as a document that will be undertaken as a mid-term objective. In the interim, my staff and I are currently working on an action plan for the coming year that will support the Quadrennial Defense Review as well as help us to formulate policy and other guidance by exploring some fundamental questions about Civil Affairs as well as understanding the context that the CA community will work in over the next decade or longer. We will proceed over the next several months on two tracks.

The first relates to overall policy as well as issues that will be addressed in the QDR. First, there must be a refinement of the

policy contained in DoD Directive 2000.13, Civil Affairs. As I noted in my addresses at both the conference and symposium, this policy document has been revised and is in coordination within the Department. The goal is still to have this document published within the next six to ten months.

Second, my office will be undertaking a set of studies examining critical policy-related issues that will affect doctrine and force structure more directly. These studies result from my meetings with senior CA leaders and may examine such subjects as Civil Affairs support to the field commander and the relationship between military CA expertise and support to US government agencies, non-governmental organizations, international organizations and other entities. If the latter topic is pursued, then it will likely take the form of a workshop designed to enhance the working relationship between the military and civilian organizations which is a goal of my office as well as one of the issues that the CA and NGO community articulated as important during the Worldwide Conference.

Third, we will also continue to pursue with the Joint Staff and the Washington Headquarters Service and others within DoD, the concept of a short-term CA internship with US civilian agencies for the purpose of nurturing professional development and educating both the military member and the agency regarding the role of Civil Affairs.

In addition to these studies, my staff and I have met with analysts from other organizations who have conducted recent research that affects CA personnel and their employment. We met with researchers from the Institute for Defense Analysis to discuss their work on U.S. Management of Complex Contingencies and in particular, achieving unity of effort in interagency operations. More recently, my staff participated at a briefing to the Deputy Directorate for Combating Terrorism, on research into an area that was discussed on numerous occasions during the Worldwide Conference, namely, the concern that force protection constraints affect the effectiveness of CA activities. Both of these issues are worthy of additional examination and by discussing the findings of these two studies, we can determine if additional policy guidance is needed or whether existing policy should be modified or if no action should be taken at all.

The second track will focus more on understanding how CA personnel will be used by the two components that have CA units: the Army and the Marine Corps. The notable differences in doctrine, force structure, force mix and employment warrant further examination of where these forces are complementary

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and where they are unique especially as we approach the QDR. Efforts to revise Marine Corps CA doctrine are underway within the Marine Corps, but further attention should be paid to some very fundamental questions about the role of Civil Affairs in the Marine Corps which I introduced in my address at the symposium. One question was: What is the mission of the Marine Corps' CA component? Given that the U.S. Marine Corps will find itself in environments where CA skills are critical, will the current force structure meet requirements? Should there be an active duty Marine element charged with CA responsibilities? If there is no increase in the Marine Corps Civil Affairs force structure, can combat support and combat service support personnel assume these responsibilities and perform the mission adequately? Those questions are of particular importance when examined in the view of what the Marine Corps learned from its URBANWARRIOR experiments that suggest that Civil Affairs activities are critical to operational success in the 3-Block War. The experience of the Russians in Chechnya is also instructive in this regard as Lester Grau and Timothy Thomas underscore in their article: "Soft Log' and Concrete Canyons: Russian Urban Combat Logistics in Grozny," which appeared in *Marine Corps Gazette* last year. The authors derive the following conclusion from their assessment of the Russian Army's recent experience with urban combat. "There are no empty cities and the ground commander should conduct contingency planning in case he must care for the needs of the civilian population and restore critical services. The military commander may become the *de facto* city manager and should be prepared to keep the civilian populace alive and healthy, should this be required." The Russian Army was not prepared for the logistical demands that would be made on it to provide humanitarian relief while conducting combat operations. The authors also stress that in order to limit

the amount of time the commander devotes to this area, he must learn to work effectively with other government and non-governmental agencies. These points underscore that Civil Affairs capability and training will assume vital importance in urban combat.

We will also examine the issue of deployment planning of CA personnel that was surfaced at the Worldwide Civil Affairs Conference. This is a particularly complex issue. The frustration expressed at the Conference concerned how deployments are planned and forces are allocated to the mission. Specifically, the CA community argued that a well-designed force package is the result of high-quality mission assessments, robust staffing in supported and supporting headquarters, and a flexible deployment process. It is the last element that may prove the most problematic since it requires harmonizing unit pre-deployment training of the active force with reserve component units or members. As is the case with the force protection issue, the commander's confidence in the units attached to his command, that is, non-organic TO&E capabilities is critical to their successful integration and utilization.

These are some of the issues my staff and I will be engaged with over the coming months. As I said at both the conference and the symposium, I am delighted to be working with the CA community on these weighty matters. It is our goal to report on our progress at next year's Civil Affairs Conference in New York.

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Mr. Frank Jones of OASD SO/LIC, takes questions from the audience after having delivered his office's vision of the future.

# Bingham Reviews Past Four Years, Sees Bright Future for CA

Brig. Gen. Bruce Bingham opened his remarks at the CAA/Corps-sponsored Saturday luncheon by saying this was his fourth, “and regretfully, last,” talk to Conference attendees as the USACAPOC commanding general.

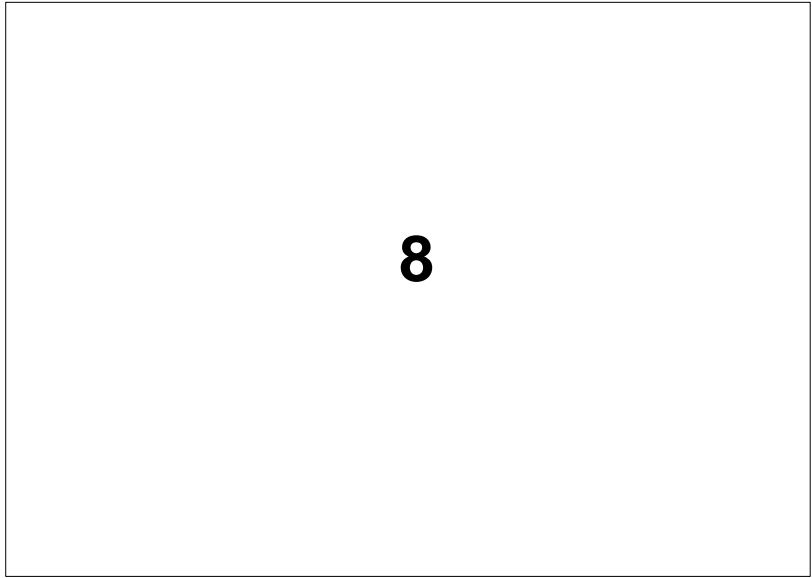
He said that, over these past four years, his vision of Civil Affairs had changed. Recalling his initial concern about a perceived lack of respect for the branch by some had changed “to a confidential vision for the future,” Bingham noted the “huge progress Civil Affairs has made in recent years,” as well as the “magnificent accomplishments made by 3,000 USACAPOC soldiers who have in recent years been deployed to the Balkans.”

Bingham began by recounting the many notable accomplishments of the Civil Affairs community, citing the strong communication bridges that had been built from Civil Affairs to the other parts of the U.S. military, to other U.S. governmental agencies, and finally, to international military and NGO groups.

He next cited internal accomplishments, to include the revised doctrine in FM 41-10 and JP 3-57, the restructuring and build-up of CA battalions, the increase in the strength of the 96th CA Bn., the planned addition of more than a thousand CA billets in the USAR troop program, and the across-the-board increase in the readiness level for all Civil Affairs units.

He added that he is especially proud of the recent focus on CA soldiers and the increased attention to their MOS training and training for specific theater skills and knowledge. It was in his vision for the future that Bingham saw great prospects for Civil Affairs, to include:

- A user-friendly inter-service skills inventory using current technology;
- Requests for CA support formed by mission tasks, not numbers of people;
- CA resources available to the CINCs through a full-time staff presence;
- Future unit structures and actions that will retain our best CA personnel;
- U.S. CA personnel taking the lead in training and doctrine for other countries;
- Civil Affairs taking the lead in developing



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**“Casual Friday?”... Army Reserve Chief Thomas Plewes and USACAPOC CG Brig. Gen. Bruce Bingham, rarely seen in anything other than Army green...**

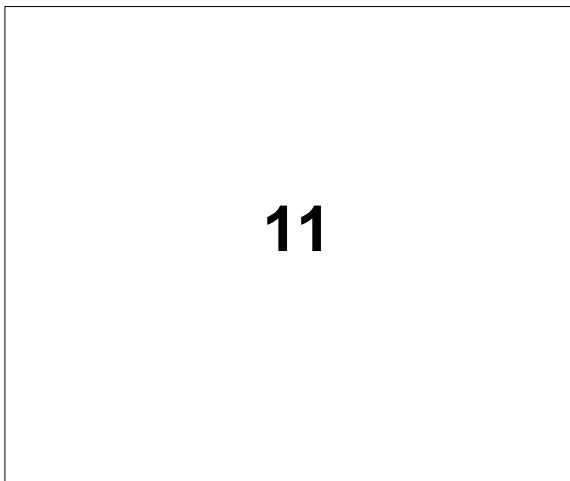
working relationships with NGOs and other similar international organizations; and

- For operations, Civil Affairs deploying earlier and being more involved in planning.

Bingham closed by charging CA soldiers everywhere to “take the initiative and be proactive” by letting their counterpart G3s and S3s know that Civil Affairs is their “link to the civilians on the battlefield.” He recommended carrying on discussions with CINCs and their staffs, senior service colleges, and with other active and reserve military commands and schools, and to

· speak with friends, employers, and civic groups.

**...unless its Army formal mess!!**



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“A bright future requires continued efforts by all to communicate the CA story,” he noted, pointing out the need to educate, proselytize, and “take to the pulpit to spread the good news” about Civil Affairs. (*Brig. Gen. Dennis Wilkie*)

# Berkman Reports on Corps

Maj. Gen. William R. Berkman, CAA president emeritus and chief of the USAR CA Corps, spoke at the Friday luncheon of the San Francisco conference on the history and work of the USAR CA Corps, noting at the outset that June “begins the 11th year” of the establishment of the CA Corps in the U.S. Army Regimental System

Berkman acknowledged and recognized in some detail CAA members whose service to the Corps in the U.S. Army Regimental system has been highly contributory, notably: past and current executive committee chairs Eli Nobleman and Irv Lindley; Corps Committee chair Kal Oravetz; past and current Corps adjutants Joe Kirlin and Al Grupper; CAA past president Ron Lowe; current president and past USACAPOC commander Don Campbell; current USACAPOC CG Bruce Bingham, secretary/treasurers emeritus Herman Frankel and Wendell Hodgkins; Awards Committee chair Rich Slavin; Fort Bragg CAA representative Alan King; and Publications Committee members Amy Johnson and Jack Basil.

Berkman then presented an impressive list of programs, projects and activities of the Corps on the individual, unit, proponency (SWCS), U.S. Army Special Operations Cmd., USSOCOM, and international levels. This graphically showed the significance of the Corps in the CA, CMO, and SOF operational spectrum.

The Corps, said Berkman, has been cited by senior political and military leaders for its relevance in the Total Army scheme.

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**Maj. Gen. Berkman presents a certificate of honorary membership in the USAR CA Corps to Army Chief of Staff Gen. Eric Shinseki.**

He mentioned, by way of example, the laudatory comments of Sen. Strom Thurmond on the floor of the U.S. Senate on the 10th anniversary of the Corps, and of Maj. Gen. William Boykin, then-commanding general last June of SWCS and also home-base commander of the Corps.

Berkman also described the Corps’ relationship to CAA, its management and policy guidance under AR 600-82, and its tax status under the Internal Revenue Code.

With the objective of enhancing CA soldiers’ esprit-de-corps, Berkman concluded that the CA Corps, with the CA Association, is “dedicated in support of SOF soldiers in all CA assignments.” (*Col. Jack Basil*) ■

## News from the Secretary/Treasurer

# Coin Comes with Dues Increase for 2001

Association dues will increase by \$5 for 2001. Officer dues will be \$25; NCO and enlisted dues will be \$15. New this year and along with this dues increase, each member will receive a unique 2001 Civil Affairs coin. The coin provides the opportunity for CAA members to identify themselves to others as well as build esprit-de-corps. In turn, the \$5 annual increase will provide some funds needed for support of a number of activities, to include our *Journal and Newsletter*.

It has been years since there was a dues increase. For unit members the call for 2001 dues will be sent to the Association’s local chapter officers in December. At-large members will receive an individual dues notification by mail. Coins and membership cards will be mailed beginning in February. Additionally, a coin is in the future for our life members.

I want to again ask members to notify the Association when their mailing addresses change. This can be done through the U.S. postal service, or sending an email to [civilaffairs@earthlink.net](mailto:civilaffairs@earthlink.net). You will soon be able to do so by going to our webpage and clicking on the mail icon.

Speaking of the webpage, it is slowly taking shape, and the 353d Cmd. will soon have a link to tell you about the 2001 Annual Worldwide Civil Affairs Conference in New York City. Our page now has some items of general information about the Association, the USAR Civil Affairs Corps, and some current Civil Affairs news coverage.

Give me your thoughts for future features; I look forward to hearing from you. (*Brig. Gen. Dennis Wilkie*) ■

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*Good friends enjoy a laugh. CAA past president Maj. Gen. Wayne Jackson, flanked by Col. and Mrs. Roger Reynolds.*

**10**

CAA President Maj. Gen. Don Campbell (left) with Conference chair, Col. Bart Evans.

**THE WHITE HOUSE  
WASHINGTON**

**May 8, 2000**

Warm greeting to everyone gathered in San Francisco for the 52nd annual conference of the Civil Affairs Association.

For more than half a century, Civil Affairs units have served America with distinction across the globe. In countries such as Grenada, Panama, and Bosnia and throughout Operations Desert Shield and Desert Storm, members of the Civil Affairs Association have used their diverse skills and professional experience to protect our national interests, to promote democracy, and to ensure the effective discharge of our nation's responsibilities.

The post-Cold War has brought many new challenges to our Armed Forces, and Civil Affairs units have played a vital role in meeting those challenges. Drawing on your experience in law, public administration, safety, health, civil defense, and so much more, you have helped to preserve freedom, strengthen democracy around the world, and lay the foundations for lasting peace.

As you meet this year, you can reflect with pride on a history of honorable service. On behalf of your fellow Americans, I salute you for your record of achievement and send best wishes for a productive and enjoyable conference.

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*"Is this in our job description?"* Maj. \_\_\_\_\_ Cesca and \_\_\_\_\_ Schoenecker of host unit 351st Cmd., give Martha Stewart a run for her money.

# Parting

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*"No, really, we always dress like this!"* CAA vice president Sam Gibson and wife Pam display the elegance we've come to look forward to at the annual banquet.

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For many of us, Civil-Military Cooperation has become a way of life, down to the most minute task!

# Shots

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*"He was about this tall, wearing Army green!"* Col. John Donnelly moderated the panel discussions with an iron fist.

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# San Francisco 2000 Conference Scrapbook

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## **Membership Agreement**

*Membership dues entitle member to participate in and receive all benefits of the Association and Chapter (if affiliated) and to receive The Civil Affairs Journal and Newsletter.*