



SCROLL & SWORD

The Journal and Newsletter of the Civil Affairs Association

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Col. Toby Pennels (right) of the 358th CA Bde and Col. Hugh Van Roosen (left), Commander of the 360th CA Bde meet in Iraq. The 360th is mobilizing and will relieve the 358th this fall. Van Roosen was in Iraq to coordinate this change.

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Issue #3

Summer 2007

Civil Affairs Issue Papers

By Col. David Mitchell, Col. AUS, Retired

The Civil Affairs Association's Issues Committee has released an updated draft of the Civil Affairs Issue Papers. The new draft, dated 3 August 2007, replaces the draft that was released 3 February 2007. The August draft has a number of changes from the previous draft, but the basic issues and recommendations remain essentially the same.

All of the comments received supported the Issues in the February draft. Many provided additional details based on their personal civil affairs experiences. All of the comments were reviewed by the Issues Committee members.

The ten Issue Papers provide background, discussion, and recommendations on:

- Civil Affairs Force Structure
- Civil Affairs Oversight and Proponency
- Command and Control of U.S. Army Civil Affairs Units
- Civil Affairs in Support of Joint, Interagency, and Combined Operations
- Civil Affairs Planning
- Civil Affairs Training, Education, and Research
- Civil Affairs Competencies
- Recruiting and Retaining Civil Sector Functional Specialists
- Pay and Allowances for Civil Affairs Reservists
- Civil Affairs Equipment and Information Systems

Among the changes in the August draft was the addition of Interagency to the Joint and Combined Operations Issue Paper due to the increasing interest in coordination with other agencies. Another change was to add Information Systems to the Civil Affairs Equipment Issue Paper.

The number of recommendations was reduced from 51 in the February draft to 44 in the August draft by reducing lower priority recommendations.

The August draft is available on the Association's Website. It can be downloaded in PDF, Word, and HTML formats. The Issue Committee is continuing to refine the Issue Papers and plan to have the next iteration released by the Civil Affairs Association Annual Meeting and Conference scheduled for 2-3 November 2007.

Your comments on the draft Issue Papers can be sent to caissues@yahoo.com

Your 2007 Annual Civil Affairs Conference—NEEDS YOU! By Association President, Dennis Barlow, Col. AUS, Retired

We think that 2007 is a critical year for determining the future of Civil Affairs forces. Civil Affairs Association officers and members are working hard to bring together at one place, one time, the finest assembly of Civil Affairs thinkers, planners, commanders, policy makers, doctrine writers, proponents, and practitioners, possible.

The conference affords YOU the opportunity to:

- Know what is being planned for Civil Affairs forces.
- Meet—up close and personal—those who develop policy, plans, and doctrine for Civil Affairs.
- Understand how Civil Affairs can operate within the interagency process.
- Appreciate how Civil Affairs is being conducted by each of the Services and components.
- Ask questions directly of those who will be determining the fate of Civil Affairs.
- Gauge new ideas and applications relating to Civil Affairs forces and missions.
- Make an impact on any of the above processes.
- Enhance the recommendations and the outreach of Civil Affairs Association issues, concerns and ideas.

The Annual Civil Affairs Conference give you a chance to renew past friendships and forge new personal alliances. Friday and Saturday, 2–3 November 2007.

56th Annual Conference of the Civil Affairs Association, 2–3 November 2007

The 56th Annual Conference of the Civil Affairs Association is jointly sponsored with the George Mason University Peace Operations Policy Program and the Reserve Officers Association.

- The Civil Affairs Association Board and General Membership Meetings, and the U.S. Army Civil Affairs Corps Committee Meeting will be held Thursday afternoon, 1 November 2007.
- Meeting sessions will be held morning and afternoon on Friday and Saturday, 2 and 3 November, at George Mason University Arlington, Virginia Campus Original Building, 3401 Fairfax Drive. The campus is located one block east of the Virginia Square—GMU Metro Station on the Orange Line. There will be a shuttle bus from the conference hotel to the GMU conference site. Instructions to the campus are at <http://www.gmu.edu/welcome/Directions-to-GMU>
- On Friday evening, 2 November, there will be a social “mixer” at the Arlington Residence Court Hotel. On Saturday evening, 3 November, there will be a dinner at the ROA Headquarters, One Constitution Avenue, in Washington, DC.
- The conference hotel is Arlington Residence Court Hotel, 1200 N. Courthouse Road, Arlington, VA 22201. This is right off Arlington Boulevard, which is U.S. Highway 50. A conference rate has been arranged. Call the hotel at 703 524 4000 and mention Civil Affairs Association Conference. The special room rate of \$169 plus tax per night will be held until 18 October.

Complete registration information—including registration form and instructions as well as more details on the conference program, speakers, session times, and uniform suggestions—is available on the Association web site. Please visit www.civilaffairsassoc.org

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358th Civil Affairs Brigade Hosts Business Conference

By *Multi-National Corps—Iraq PAO*

Blackanthem Military News, BAGHDAD, Iraq, 28 July—The 358th Civil Affairs Brigade sponsored a two-day conference for almost 300 Iraqi businessmen at the Al-Rashid hotel in the International Zone. Col. Ronald Allen, special projects officer with the brigade said that there were several objectives for the conference. They designed the contrast to inform the Iraqi businessmen of the proper way to bid on upcoming U.S. Government contracts that will total \$5 billion. They also wanted to encourage the hiring of local Iraqis by the contractors.

“This conference is about employing Iraqi’s,” said Allen. “It’s not just another job fair. It’s talking to the 300 large businesses within central Iraq and hooking them up with our contracting command so that they know how to compete for contracts. And we want to see Iraqis win those contracts and hire Iraqis.”

Presentations included a speech from the Col. Victoria Diego-Allard deputy commander of the Joint Contracting Command, who spoke about the “Iraq First” initiative, a \$5 billion program in which Iraqi firms will be awarded contracts to rebuild Iraq, with the caveat that they hire their fellow countrymen, making her speech before a banner that displayed the phrase “Construction not Destruction.”

“The most prevalent problem is not understanding the bidding process,” said Diego-Allard. “Not understanding the documentation, not understanding that all the requested information has to be addressed in the proposal by the contractor,” said Diego-Allard. This is hard to grasp for some Iraqi businessmen.

“They are like the old merchant types,” said Raad Ommar, the chief executive officer of the Iraqi-American Chamber of Commerce, wherein some companies would bid multiple times under different names, or bid lowest no matter what the consequences, or not have enough workers on hand to complete a job but promise more, all of which would disqualify them from an award.

“They want to make a deal with a handshake and a phone call. Not writing anything down as a contract. So they might tend to not even read the contract. Simple things that we take for granted they are not used to,” said Ommar.

Additionally the conference advertised the graduates of vocational-technical institutes. Allen and the 358th CA Bde recently refurbished 23 technical schools with new equipment, air conditioning, to attract students. An estimated 20,000 students will graduate with a trade skill by the end of the year. Many of these graduates will be military-aged males. Allen said that a graduate of the vocational school already has the required skill, be it sewing or baking or that in-demand skill in the desert—air conditioning repair.

“My hope is more people look at the private sector as a way for a professional career,” he said.

Embedded Provincial Reconstruction Teams Help Rebuild Iraq

Sp. Chris McCann, USA, American Forces Press Service

CAMP STRIKER, Iraq, 27 July 2007—Embedded provincial reconstruction teams, known as EPRTs, are helping teach Iraqi businessmen and local officials how to better function as part of a democratic government. These teams, embedded in U.S. brigades, include about 10 people who work closely with a brigade’s civil affairs team, engineers, and other staff sections to help improve Iraqi governance and economic development.

“We have civilians, active-reserve and active-duty servicemembers with us,” said Lou Lantner, a U.S. State Department public affairs officer who heads up the EPRT working with 10th Mountain Division’s 2nd Brigade Combat Team. “Together, we try to identify the moderates in Iraq, people who are supportive of the United States, and help them stand up their local governments. We also help the local government work with the national government.” The idea has been used in Afghanistan but is relatively new to Iraq. The first wave of EPRT personnel arrived in Iraq in April. The strategy seems to be bearing fruit already.

“Local input is a new concept here. Saddam Hussein only funded those things in which he took a personal interest, and most villages in the country had no say,” Lantner said. “National government is new for them,” he said. “People are

(“Reconstruction Teams” continues on page 5)

354th Family Day Honors

ARLINGTON, VA, 21 July 2007—As part of the 354th CA Bde Family and Organization Day, Soldiers and families joined in the ceremony at the Tomb of the Unknown Soldier, placing a wreath there after watching the changing of the guard. Later that day the Family Readiness Group hosted a picnic at Fort Meyer, VA.



Captain Bruce E. Fein, 354th Civil Affairs Bde, places a wreath at the Tomb of the Unknown Soldier. Photo by: Captain J. Sager, CAP.

U.S. Special Ops, Army Civil Affairs Rally to Aid Iraqi Child

By Senior Master Sgt. Charles Ramey, USAF

Special to American Forces Press Service

FALLUJAH, Iraq, 1 August 2007—Dalal, an 8-year-old girl from Iraq's Anbar province, was escorted to Baghdad, along with her father, by U.S. Special Forces members so they could catch a free flight to Amman, Jordan, where Dalal received surgery 23 July to correct a life-threatening congenital heart defect.

Dalal's journey to the operating room began in eastern Iraq several months ago.

"The previous (Special Forces) team here discovered her," said Army Staff Sgt. Joe Murtaugh, a U.S. Special Forces medical sergeant assigned to Iraq's Anbar province.

While reviewing Dalal's medical records, Murtaugh found an e-mail address for the International Organization of Migration in Jordan and contacted them for assistance.

"They directed us to several contacts, but the most important was (Army Staff Sgt. Marikay Satryano). She took care of all the logistical details in Jordan and even arranged for three organizations to cover the \$8,000 cost of Dalal's surgery," Murtaugh said.

A civil affairs specialist assigned to the U.S. Embassy in Amman, Satryano created a program that matches charities and corporations to individual Iraqi children's cases. Over the past two years, she has arranged for 61 children to receive lifesaving cardiac surgery either in Amman or the United States. In Dalal's case, Satryano coordinated with the Environmental Chemical Corporation to arrange a free flight from Baghdad to Jordan. She also scheduled everything with the hospital in Amman and the free services of a Jordanian dentist who provided some necessary dental care.

"Helping Dalal has been a group effort," Satryano said. "Three organizations, 'Gift of Life New Jersey,' 'Gift of Life International,' and 'Our Children International USA' split the cost for Dalal's surgery. The 'International Organization of Migration Mission' is also assisting by covering room and board for Dalal's father during their stay in Jordan."

("U.S. Special Ops" continues on page 5)

Linguist Knowledge Network

6 July 2007—This is a reminder that as the DLPT5 is released in various languages it becomes the DoD approved test of record for that language. Although the Office of the Secretary of Defense granted a 12 month implementation period for each language which allows us to recertify previous test results instead of a Soldiers' first DLPT5 score, this is a one time "grace period." Soldiers who have scored sub 2/2 on the DLPT5 must complete remedial training. Units need to relook their language programs to ensure the training is geared to the DLPT5. There are multiple sources of authentic materials available to help Soldiers prepare for the test. These include, but are not limited to, Mobile Training Teams (MTTs) from DLIFLC, SCOLA, on-line resources, newspapers, DLPT5 Familiarization Guides (http://www.dliflc.edu/index.asp?index_files/dlpt5/dlpt5.asp), etc.... Please check with your Command Language Program Managers (CLPM) to coordinate materials and training. The Army Foreign Language Proponency Office and your CLPMs can also assist with request for MTTs. If you are unsure who is your CLPM, contact the Army Foreign Language Proponency Office POCs: Mr. Mark Getzin (mark.getzin@us.army.mil) and Mr. Rodney Githens (Rodney.githens@us.army.mil) and they will direct you to the right person. Success depends on early preparation.

"Reconstruction Teams" cont'd from page 3

getting used to this new way of doing things. They're not used to dealing with planning projects, doing budgets, submitting them to government, getting them funded; it's our job to help that happen."

One of the primary responsibilities of these teams is refining plans the brigades already have, Lantner said. For example, the 2nd Brigade Combat Team already had planned a micro-loan clinic in Mahmudiyah. The reconstruction team helped make it functional. They also assist Iraqi businesspeople who take advantage of the micro-loans.

Jeff Kaufman works with the U.S. Agency for International Development and is a member of the reconstruction team. He helps local business owners with marketing and networking to increase sales and looks for ways that they can increase their efficiency and marketability. Ultimately, what starts as a simple micro-loan has a huge ripple effect.

"They improve their business, which makes more jobs," Kaufman said. "Jobs are critical; many people who plant improvised explosive devices do it not because of a terrorist ideology, but simply because they were offered money to do it and needed to feed their families."

In the countryside, the EPRT has been helping farmers form cooperatives and associations, which will help them survive when the Iraqi government phases out subsidies.

"We're trending in the right direction," Kaufman said. "I think we'll know in the next three or four months if we're successful. We've seen a lot of gains, but it's too early to tell if it will continue. I like to think it will."

(Army Spc. Chris McCann is assigned to 2nd Brigade Combat Team, 10th Mountain Division.)

"U.S. Special Ops" cont'd from page 4

U.S. special operations forces played a major role in ensuring Dalal and her father could make the trip to Jordan.

"We assisted them in getting the new Iraqi G-series passports to travel out of the country," Murtaugh said. "Our special operations task unit coordinated a flight from their hometown to Al Asad (Air Base), and we worked with the Combined Joint Special Operations Air Command to fly them from Al Asad to Baghdad. Another team member and I escorted the family to Baghdad, and we stayed with them until they departed to ensure there were no problems. Everyone was extremely helpful and provided us with excellent support throughout."

While the family members were waiting on passports to make the journey, Murtaugh regularly kept in contact with them and even put together a slide show to bring Dalal's plight to the attention of folks back home. Inspired by his dedication, friends, family and fellow service members took the initiative to contact Gift of Life International to make a donation in her name. "They are still receiving donations and, at last count the total was over \$1,000," Murtaugh said. "I am very happy we were able to assist Dalal. She's a sweetheart, and without our help I'm convinced her condition would be fatal."

"The child we can't help is the one we don't know about," Satryano said. "Typically, cases of humanitarian assistance go to the National Iraqi Assistance Center, which is staffed by Iraqi citizens and coalition forces. Not all parents (such as in the case of Dalal) can easily gain access to Baghdad for such services, but there are many ways to still help them. It takes dedication, total teamwork, trust and faith, but together we can give more Iraqi children in need a chance at a healthy life."

New USACAPOC Command Sergeant Major

U.S. Army Civil Affairs and Psychological Operations Command (Airborne) Public Affairs Office

FORT BRAGG, NC (USACAPOC News Service, 2 August 2007)—The U.S. Army Civil Affairs and Psychological Operations Command (Airborne)'s newest command sergeant major was announced 30 July 2007. CSM Neil C. Heupel, the current senior enlisted advisor for the 353rd Civil Affairs Command, Staten Island, NY, was selected to replace CSM John E. Elam during a transfer of authority ceremony scheduled for 18 August 2007, 8:30 a.m., at Meadows Parade Field here.

Hailing from Aberdeen, SD, Heupel entered into the military in August 1975. He completed his Marine Corps Basic Training at San Diego Recruit Depot, CA. His first active-duty Marine Corps assignment was as a wireman with the 3rd Battalion, 1st Marine Regiment, Camp Pendleton, CA. Heupel remained with the Marine Corps for four years before his reassignment to the North Dakota National Guard where he served for seven years.

In his 19 years of assignment with the U.S. Army Reserve, he has served as the Command Sergeant Major for several units: the 13th Psychological Operations Battalion and the 302nd Maintenance Battalion, both located in Arden Hills, MN; the 300th Military Police Brigade, Inkster, MI, and most recently at the 353rd Civil Affairs Command, Staten Island, NY. He also served as an instructor for various non-commissioned officer professional development courses to include the former Professional Leadership Development Course, Advanced Non-Commissioned Officer Course and the First Sergeant Course.

Heupel is a 1987 graduate of the U.S. Army Sergeants Major Academy, and his other military education includes the Marine Corps Wireman Course, Primary Non-Commissioned Officer Course, Advanced Non-Commissioned Officer Course and the First Sergeant Course. He is a graduate of North Dakota State University, with a Bachelor's degree in Architecture.

He is a Psychological Operations Soldier and combat veteran of Operation Iraqi Freedom. His most significant military awards and decorations include the Bronze Star Medal, two Meritorious Service Medals, Army Commendation Medal, three Army Achievement Medals, Marine Corps Good Conduct Medal, six Army Reserve Component

("New USACAPOC" continues on page 16)

Role of Civil Affairs in Stability Operations

By Kal Oravetz, Col., AUS, Retired

The recently developed concept of Strategic, Stability and Reconstruction Operations (Stability Operations, or SO) is a much needed expansion of the concepts of Civil Affairs (CA) to include many added "players" with their special capabilities and contributions.

The President's National Security Presidential Directive/NSPD-44, Management of Interagency Efforts Concerning Reconstruction and Stabilization, issued 7 December 2005, commanded broad cooperation among of all U.S. Government departments and agencies to "improve coordination, planning, and implementation for reconstruction and stabilization assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife." It primarily and properly tasks the Department of State (DoS) to develop and coordinate SO policy and implementation. It directs the other concerned Executive Departments and Agencies to participate in SO in coordination with the DoS. It requires the Secretaries of State and Defense to integrate SO with military contingency plans.

NSPD-44 is supported by DoD Directive 3000.05, Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations, issued November 28, 2005.

The Army recently issued its Army Action Plan for SO (AAP-SO), dated 2 Aug 07. This is the Army's plan to implement NSPD-44 and other supporting directives. It is reasonable to ask at this point in time, "Have similar implementing plans been developed by the other departments and agencies, especially the DoS?"

The AAP-SO cites that: (1) DoS has the lead for coordinator of Reconstruction and Stability (C/CRS), and (2) the Deputy Assistant Secretary of Defense for SO Coordination (DASD-STB) has the lead for DoD. In the Army there is a new Stability Operations Division (DAMO-SSO). The DAMO-SSO is an office of key importance at the highest levels of staff work for SO policy and operations.

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The Army G-3/5/7 has the lead for Army SO, with support from the U.S. Army Peacekeeping and Stabilization Operations Institute (PKSOI). The AAP-SO tasks the various parts of the Army with specific SO responsibilities, drawing on their various expert capabilities applicable and useful in SO.

The APP-SO is in many ways an overall recognition of the importance of Civil Affairs. Specific references in it to Civil Affairs include the following:

- FORSCOM is tasked to provide forces to support SO.
- TRADOC is tasked to: (1) coordinate with USASOC for integration of CA into SO, (2) integrate CA doctrine with MPs and Judge Advocate, (3) review Theater, Corps and Division designs for SO, and (4) develop with USASOC doctrine for IO integrated with CA capabilities.
- USMEDCOM is tasked to integrate Civil Affairs and medical forces during SO USAINSCOM is tasked to develop links with Civil Affairs forces DAMO-SSO in G-3/5/7 is tasked to monitor USASOC and USARC integration of Civil Affairs doctrine, forces, and operations into SO.
- CAR/CGUSARC is tasked to: (1) insure better recruitment for Civil Affairs technical specialists, and (2) to reevaluate the size and composition of Civil Affairs force structures.

In all of this there are a number of questions raised regarding Civil Affairs. Included are: (1) will force and policy designs cover Civil Affairs needs such as: equipment, training, number of units, location of units, and command structure? and (2) how does all this new policy match the move of Civil Affairs into the conventional Army? An additional and over-riding question is how will Civil Affairs (and SO) training and concepts be integrated into the training and operations of the Army at all levels and in the thinking of all types of units?

In addition to civilian skills from U.S. Government departments and agencies and technical SO skills from DoD, NSPD-44 also calls for: (1) a U.S. civilian reserve corps of technical experts, and (2) use of civilian experts from expatriate and foreign communities.

Reprise

1. How will SO be structured and properly coordinated for effective operations? There are many “players” involved, not only in DoS and DoD but from many other sides of the government, from NGOs, private industry, and others. If each “player” undertakes independent and aggressive actions without effective overall coordination, an operation can fail.

2. Well organized structures for SO and clear lines of authority are needed to avoid overlapping, confusion, and contradictions. This not only affects our forces but also impacts the civilian populace and their government, and other entities which SO will engage.

3. The structure and involvement of Civil Affairs forces in SO are not yet clear and require review by CAR/CGUSARC (and USASOC). All this still requires extensive development. Will Civil Affairs operate independently or only as part of Provincial Reconstruction Teams (PRTs) or some other form of SO team? Where will the lines of authority be established during and post combat?

4. When will DoD Directive 2000.13, Civil Affairs, date 27 June 1994, be updated?

5. A SO operation must have a clearly defined mission. DoS is primarily responsible for SO mission definition. DoD should not commit to a SO mission without an appropriate mandate. For Civil Affairs and other forces in a SO operation to be effective and successful, these forces must know what is expected of them. At the same time, a civilian populace and their governments also must understand the operation and its objective.

Scroll and Sword editorial note: All Civil Affairs personnel are encouraged to retrieve from the web and study the following: Army Action Plan for Stability Operation, NSPD-44, DoD Directive 3000.05, and DoD Directive 2000.13.



Looking at Ways Ahead: Professionalizing Civil Affairs

By Col. Christopher Holshek (Second of a Two-Part Series)

The first part of this series established civil-military operations (CMO) and civil affairs (CA) as inherently strategic ways and means to integrate the civil and military, soft and hard elements of national power in support of national security objectives across the full range of operations at all levels of engagement and regardless of phase or line of effort, particularly with respect to interagency stability operations. That strategic context, with an understanding of emerging strategic and operational imperatives and a hierarchy of principles beginning with unity of effort (or purpose), helps to determine a way ahead for CMO and CA. The first set of recommendations concentrated more on the conceptual ordering of CMO and the command and control, organization and force management of CA. This part focuses on the issue of how to insure CA remains relevant and capable of fulfilling its strategic promise to the Nation.

The rapidly evolving complexity and dynamism of the CMO/CAO mission and the skyrocketing demand for CA call for a revision of CA as a capability able to deliver desired strategic and operational effects in joint, interagency, and multinational settings, working with myriad partners and networks. As the Association points out in its updated Issue Papers, available on the website: “The emerging roles of civil affairs forces demand knowledge of civil sector institutions and systems; foreign language, customs and mores; contractual arrangements and ethical practices with private businesses and other civil sector organizations; coordination and negotiation techniques; political and historical background; United Nations and other international organizations, other U.S. Government agencies, non-governmental organizations, and non-state actors; and current U.S. military doctrine and foreign militaries’ civil affairs capabilities.”

Army initiatives in particular, such as the institutionalization of CMOCs, the development of civil information management (CIM) capabilities, the designation of CA as a branch, and overhauled CA officer and NCO qualification training, are important breakthroughs. Things are moving so rapidly and extensively, however, that they may not be enough in enough time. In short, many in the community are calling for a broader scope of change—“professionalizing” civil affairs.

Professionalizing CA doesn’t just mean simply rebalancing the force to a necessarily greater proportion of active-duty personnel. The ratio of the 7,500 or so total Army CA personnel assigned in and out of the USACAPOC force structure is already shifting to about 85% Reserve Component, versus the traditional 95%. Professionalizing CA means sharpening the knowledge and skills of the total force, and improving ways and means to leverage capabilities already inherent to CA, especially those in the Army and in the RC, where the brunt of strategic and operational CA resides. Moreover, the creation of a more professional CA force must take place within the joint/interagency/multinational context mentioned above.

Professionalizing CA means more robust policy, program, and resource support of CA, as mandated by DoD Directives and suggested by the Defense Science Board and in the Quadrennial Defense Review (QDR). Initiatives either underway or contemplated are found in three major areas—education and training; recruiting, retention, and resourcing; and career management.

Education and Training. As the low-tech solution to the low-tech problem, CA is a paramount example of the Special Operations truth that “humans are more important than hardware.” Thus, the greatest investment to in CA is in its people. As the Issue Papers say, training must prepare all of CA “. . .to operate in modular unit configurations and be ready to ‘plug and play’ in any phase of military operations, whether they are conventional, special, irregular, or transitional.”

CA education and training programs are largely based on resident school training (mainly at Ft. Bragg) and unit training; slowly emerging opportunities are coming through internships, developmental assignments, distance learning, and advanced distributed learning. While tactical-level training such as the resident nine-week CA Officer Qualification and NCO MOS Specialty Training Courses (CAQC and MOS-T) represent significant advances in CA skills enhancement, it’s important to remember that CA is more a mind set than a skill set, and that while training is about skills, education is about knowledge—and CA is a knowledge-intensive business. Once they have left the schoolhouse, CA personnel cannot benefit from a continuing education program to maintain currency in the dynamic state of CA doctrine and best practices, as well as meet the most critical need for civil affairs education, training, and best practices development at the strategic and operational levels. A common after-action finding is the lack of staff and operational integration skills of especially RC CA officers at joint and interagency levels.

It is also worth mentioning that the U.S. Army JFK Special Warfare Center and School (USAJFKSWCS) can meet less than one-half of the demand to qualify new CA officers in their branch at a time of high operational tempo, high

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demand, and transformation of CA forces; and with the migration of RC CA to the conventional Army, there is little incentive for SWCS, which is still proponent for CA doctrine, education, and training, to invest resources to meet that demand. Speaking of proponenty: While there are a number of DoD education and research programs that include CMO or CA-related modules, there is no DoD center of excellence (CoE) responsible for conducting research and serving as a repository for civil affairs studies or comprehensive education above entry level qualification training.

Initiatives and recommendations with respect to education and training therefore include:

- As recommended in the first part of this series, identify a single DoD executive agent (probably under the same for stability operations) and a single proponent for doctrine, education, and training as well as force management for *all* of CA (probably JFCOM) and link it directly to interagency partners and programs in stability operations. Align RC CA functional specialists with their civilian interagency reserve counterparts to train together during the “ready” phase of force generation to enhance interoperability, stability, reconstruction and development unity of effort, and military-civilian transition.
- Within that structure, create a CoE for joint-interagency CA/CMO and doctrine, training and education, perhaps under the rubric of the proposed DoD Consortium for Complex Operations, or CCO—a network of government and non-governmental COEs collaborated by the National Defense (or “Security”) University directed by the QDR, in conjunction with other senior service schools and staff colleges for education and training of civilian and military stability, relief, and reconstruction operators through physical and virtual events, as well as a collaborative platform for real-time experimentation and development of civil-military, interagency operational best practices. Incorporate all CAO/CMO related service schools, and training centers and units under its authority, maintain linkages to non-governmental and multinational CoEs, and insure integration of CAO/CMO (and related Information Operations) training into professional development programs at all military and interagency education levels as a joint function and line of effort, as appropriate. Create joint-interagency billets for the CoE directorate, with liaison representation from nongovernmental and multinational partners.
- Institute senior CA courses that focus on joint-interagency strategic and operational planning and integration, multinational, nongovernmental, and private sector cooperation and coordination, cultural and systems analysis, IO and CMO atmospherics, CIM, program and CMOC management, advanced cross-cultural negotiation and mediation, and so on as appropriate. These courses could include a common core and then modules for CA generalists and specialists, officers and NCOs.
- Create a continuing education program to maintain currency in CA doctrine and best practices, taking advantage of web-based technologies through Defense/Joint/Army Knowledge Online. For example, consider an annual certification updated for all CA personnel E6 and above such as done for Anti-Terrorism Level I.
- Enhance opportunities for CA personnel to obtain both resident and distance education and training for improving regional language and cultural awareness skills, expertise and capabilities—including the use of interpreters. Provide incentives such as full foreign language proficiency pay (FLPP) for RC CA personnel.
- Beyond permanently posted CA strategic and operational planners, maximize supporting CA staff and units participation in joint, interagency and multinational operations.
- Institute professional development exchange programs for CA officers with counterparts and partners in NATO, the UN, and other countries.

Recruiting, Retention and Resourcing. As the Association Issue Papers suggest, “The key to successful civil affairs is having highly-qualified individuals to plan and execute the missions.” This evokes another Special Operations truth: “quality over quantity.” Although there is great importance in sound strategic and doctrinal direction, organization and proponenty, and especially education and training, it ultimately comes down to the quality of the players in the field. In the 21st century, CA is not only one of the most complex and critical military specialties, it is also one of the most dangerous. This is due to its engagement of the civil sector, where the threats in asymmetric and irregular operational environments reside—CA casualty rates in the Global War on Terrorism have been among the highest in the Armed Forces. CA personnel should be among the best and best-resourced of our warrior class—by design.

(“Looking at Ways Ahead” continues on page 10)

SCROLL & SWORD

“Looking at Ways Ahead” cont’d from page 9

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Issue #3

Summer 2007

Yet, unlike Special Forces, there has never been a recruitment and retention program specific to CA—in any service or component. The pressures on especially Army RC CA personnel to spend time on active duty to meet converging demands for professional development, unit training and exercise support, and of course operational deployments on particularly much-needed junior level CA leadership are enormous, especially in the face of personal and family as well as civilian career and education challenges at a critical time in their lives. It’s no wonder that the greatest recruiting and retention challenges remain at those levels, as well as for true functional specialists with civilian acquired skills that cannot be duplicated in the military without great expense.

Exacerbating the recruitment and retention problem is the issue of soldier compensation. Despite the recommendations of various study groups and the best efforts of the U.S. Army Reserve Command, pay, allowances, and benefits for RC personnel are generally less than in the Active Component. Efforts to streamline complex payroll systems and multiple “colors of money” that apply to Reserve personnel need to continue. Reserve specialty pay is pro-rated, as if to assume, for example, an RC soldier need only maintain language skills for FLPP when on duty status.

Last but certainly not least: An endemic after-action item is that Army RC CA forces have consistently deployed with equipment shortfalls, long before 9/11.

Some ways ahead with respect to recruiting, retention, and resourcing therefore include:

- As recommended in the first part of this series, give the new single joint-interagency command structure for CA its own programming and budgeting authority—for all functions of force management, force development, and force generation.
- Give this command structure its own recruiting and retention resources, with staff assigned to CA units down to brigade level. Give it its own budget for: reenlistment and deployment bonuses; bonuses for CA low density/high demand specialties, skill identifiers and skill designators; educational stipends for CA or functional specialty related degree or certificate training; industry, interagency, and public administration internships for younger CA personnel; and increased access to benefits such as TriCare for RC personnel.
- Ensure pay and allowance parity between Active and Reserve Component personnel on duty status, and for specialty pay.
- Under the earlier proposed DoD executive agency for CA, establish a Research, Development and Acquisition (RD&A) Committee to review and report on CA equipment and information systems needs and propose RD&A programs to meet those needs.

Career Management. The last part of professionalizing civil affairs is recognizing that a civil affairs career path with a robust and meaningful training and education program, and sound recruiting, retention, and resourcing, will insure the quality, effectiveness, and sustainability of the force over time. If CA is not a career, it cannot become a profession. This recalls the last two Special Operations truths: “[CA] cannot be mass-produced”; and, “competent [CA] cannot be created after emergencies arise.” In addition to the initiatives and recommendations above, ways ahead for career management include:

- Designation of CA as a joint specialty and a full (accession) Army branch.
- Re-designation of many NCO posts in functional specialties as warrant officer positions.
- Allow for easier migration of RC CA personnel to AC assignments and vice versa.

Although the ways ahead discussed in this series may not be comprehensive or exhaustive, they do reflect a point of departure. Some may balk at the costs, but the strategic value of CA more than obviates the expense. Although the whole of CA is less expensive than a heavy brigade combat team or a fighter squadron, it remains the most expedient, proven, and cost-effective means the U.S. government has to synergize civil-military power, execute stability and reconstruction operations, defeat asymmetric and irregular threats and exploit strategic and opportunities in the same space, preserve blood and treasure, and hasten and preserve peace. This synergy, more than anything else, will help ensure that America and its partners chart their own destinies more than become orphans of inevitable storms.

Note about the author. Col. Christopher Holshek has been the S3 of the 304th CA Bde since graduating from the Army War College in June 2006. The 304th, out of Philadelphia, is currently preparing to send its battalions to Iraq this fall and the Brigade HQ in the spring. In his civilian life COL Holshek has a number of clients in the DC area and is currently conducting CIMIC development projects on behalf of the Naval Postgraduate School Center for Civil-Military Relations.

Two Civil Affairs Qualification Training Paths—Same Critical Tasks

By *COL Robert H-H Harter, Senior Army Reserve Advisor*

U.S. Army John F. Kennedy Special Warfare Center and School (Airborne), Fort Bragg, NC

Civil Affairs Operations (CAO) and Civil-Military Operations (CMO) are evolving and transforming to meet both current operational requirements and those of the future. The training of CA officers is changing and improving. The current standardized program of instruction (POI) for all CA officers has greatly enhanced the competency and professionalism of the CA officer and the CA Teams (CAT) deployed around the world.

There is only one standard for CA officer training. The current resident CA Qualification Course (CAQC) training pipeline consists of eight primary modules of instruction. The modules are: Introduction to CA, CA Core, Adaptive Thinking and Leadership (ATL), CAO Planning, CMO Center, Digital Training, Regional System of Systems Analysis (SOSA) and Foreign Policy, and a culmination exercise. The current POI is conducted over a nine week period for all CA officers at the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS), Fort Bragg, NC. Response from commanders in the combat theaters confirm that the current CAQC graduates are head and shoulders above those who graduated from the previous collection of CA “courses” The current resident CAQC has made great strides in professionalizing the branch.

As the force structure of CA units, missions, employment, tactics, techniques and procedures evolve, so does the way we need to present the instruction and impart knowledge and skills through the “institution.” The Directorate of Training and Doctrine (DOTD) of the USAJFKSWCS is developing two training qualification paths based on the same critical task list to accommodate Active Army officers and the unique time challenges experienced by the warrior-citizens of the USAR CA officer corps. Maintaining the same standards, while leveraging advances in educational technology, DOTD training developers are creating a resident course designed for Active Army to attend and a blended distributed learning/resident CA officer training pipeline to accommodate Army Reserve Soldiers (CAQC-RC [Reserve Component]).

Distributed Learning/Resident Pipeline (13 Months total):

- Introduction to CA (basic skills, knowledge, and culture)
- Distance Learning
- CA Core (CA core competencies)—2 weeks Resident Training
- ATL, CAO Planning, and Regional SOSA—Distance Learning
- Culmination Exercise (CULEX)—3 weeks Resident Training
- CAO Review and Asymmetrical Software Kit (ASK) application for civil information management node analysis—1st week
- CA collective task exercise—2nd and 3rd weeks

The last three week resident training period will bring together the students, both officers and enlisted Soldiers, who are conducting the resident CAQC training and the distributed/resident training into one CULEX “Operation Curtain Trust.” The collaborative exercise allows both courses the benefits of shared instructional and military experience, as well as civilian acquired skills and knowledge, in a simulated operational field environment. Through the collective exercise officers from the two courses will establish an association and bond of brotherhood that will enhance a mutual working relationship during future operations.

There is only one standard. There is only one end state: to create the best U.S. Army CA officers, ready to lead a CAT and to develop leaders who are adaptive, agile and fully prepared to be relevant in both today and tomorrow’s operational environment. Change happens. Enjoy change. Be ready to quickly adapt again and again to Secure the Victory.

Civil Affairs War College Graduates

The following CA officers graduated from the U.S. Army War College Distance Education Class of 2007 at Carlisle Barracks, PA on 27 July 2007: COL Paul V. Ciminelli; COL Norman L. Cotton; COL Robert E. Dickson; COL James Karas; LTC Richard D. Leonard; LTC Kenneth H. Moore, Jr.; LTC Kenneth D. Plowman; LTC Jimmy A. Rankin; COL Clifton K. Takenaka; LTC Charles J. Wogan; and LTC Mark A. Yanaway.

The Advisory Team

A Historical Novel by Col. Thomas R. Glodek

A Story About Vietnam ... Without Comparisons to Iraq

Reviewed by BG Dennis A. Wilkie, AUS, Retired

Book writing is a recent contagion among now retired and former members of the 351st Civil Affairs Command. *The Kochi Maru Affair*, a historical adventure novel based on his Korean War experiences, was published by MG Dan Helix in 2004. *End Game, The Blueprint for Victory in the War on Terror* by MG Paul Valley with Lt. Gen. Thomas McInerney, came out in 2006. Dan and Paul are former commanders of the 351st.

Another former 351st member is now out with his book, *The Advisory Team*. The author is Col. Tom Glodek. Tom's book has lots of plot jumps in time, place, character, and events. Charles Dickens would be pleased with Tom's introduction of characters and events into and out of the story line.

There are three parts to his story. Tom first shares his view on the Vietnam War. The way he does this is through a college professor teaching a course on the Vietnam War. This interestingly lets Tom express opinions without saying, "This is what I think, my opinion!" It's the professor saying these things.

It is important at this point to note that Tom is a veteran of Vietnam. My guess is some of the book's story is autobiographical. It shares sights and sounds he would have experienced in Saigon and in the Mekong. The setting for Vietnam lectures is a nice mid-Atlantic college in 1989. The professor takes the reader through the Vietnam era with a pretty complete "who did what, and why, and to whom." In the story the student taking the course is the grandson of a U.S. Senator we meet in this segment of the story in a conversation with President Lyndon Johnson.

Additionally the student is son of an Army captain who we meet later in the book as a member of the advisory team. In the final chapter the captain is KIA during operations in the spring of 1969.

In the second part of the story, Tom picks up with the central character of the book, the CIA agent who ultimately leads an advisory team in Vietnam during the period following Tet. Here Tom does his good work with writing style and story development. He uses a style similar to that in a F. Scott Fitzgerald novel. After reading along a way, and after developing this perception about Tom's writing style, these lines jump up from the page.

"Charlie picked up the tab. They walked into a veranda cocktail lounge with a view of the ocean. They sat down on white wicker chairs next to a glass cocktail table. The room looked like a room from *The Great Gatsby* in the 1920s..."

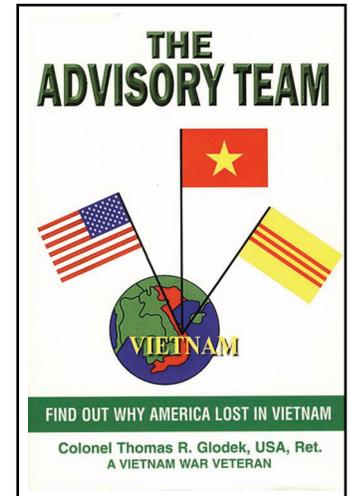
Through this central part of the book a couple of things happen. We meet some of the characters who come together later on the advisory team. Most of the time is with the character who becomes the advisory team leader in Vietnam, Art Norris—later to get a CIA name, Nat Shaw.

Norris—later Shaw—comes out of the Army in the mid 1950s. He briefly tries his hand in California with a stock broker. He does well, and with him we meet some interesting people. After marrying and starting a family he moves to the CIA in 1957. In the CIA he becomes a proficient Russian linguist, and then a "cold warrior" facing the Soviets. He does very well in his assignments. There are some "cloak and dagger" stories from Europe. Norris does so well that in 1967 he is tabbed to go to Vietnam ... but before going, is trained as a proficient Vietnamese speaker.

Here the third part of the story begins with the experiences of Norris—now Shaw—and the Soldiers who are members of the advisory team. There is lots of Saigon color. Here we also meet some really very well mannered and gentle Army Nurses who come in and out of the story. One of the nurses later marries a home-town sweet heart West Pointer. The West Pointer then many years later, as a Lt. Gen., testifies to a U.S. House committee that is chaired by an advisory team member Soldier who in Saigon had a crush on the nurse.

The finale of the story is with and in MACV, CORDS, the Phoenix Program, and Chieu Hoi Program. Our story and characters are now in and about Saigon, and working in an advisory team in the very south of Vietnam in the village of Rach Gia in Kien Giang Province. My feeling is that this very descriptive part of the story is realistic and autobiographical. Why do I suspect this? Tom Glodek was, during the exact time period of the book, a MACV advisor in Kien Giang Province, assigned to the CIA's Phoenix Program.

Read the book. A suggestion is to keep a note pad handy to track the names of the characters you will meet, and the year in which you meet them.



From Tom Ricks

By *BG Dennis A. Wilkie, AUS, Retired*

I recently finished Mr. Ricks's book *Fiasco*. Very depressing. More fun was a recent column in the 12 August 2007 *Washington Post*. This was in his column "Tom Rick's Inbox." The column title was "Ten Life Lessons the Army Has Taught Me." Below I just give the lesson, where Tom also gives an elaboration and discussion for each lesson.

1. Always have a notepad, pen, watch, knife, and flashlight on hand.
2. Have a copy of everything. If it is important have two copies.
3. Make friends wherever you go.
4. Make an SOP. Know the SOP. Work the SOP.
5. Sleep.
6. Don't go cheap.
7. Find humor everywhere.
8. Don't tolerate oppression.
9. Tell your Story.
10. Never forget.

For number 10, Tom mentions the 1759 admonition from MAJ Robert Rogers to his Rangers: "Don't forget nothing." (DAW)

DoD Identifies Army Casualties

The Department of Defense announced the death of MAJ James M. Ahearn, 43, of Concord, CA, and Sgt. Keith A. Kline, 24, of Oak Harbor, OH. The soldiers were supporting Operation Iraqi Freedom. They died July 5 when their vehicle struck an improvised explosive device in Baghdad, Iraq. They were assigned to 96th Civil Affairs Battalion, 95th Civil Affairs Brigade, Fort Bragg, NC.

Ahearn, an 18-year veteran whose career included duty in the first Gulf War was nearing the end of his third tour of duty in the current Iraq conflict. He learned to speak Arabic and moved comfortably among Iraqi villagers and officials. During Baghdad duty in 2003, he met and fell in love with an Iraqi woman. He brought her to the U.S. in 2005, and they married and had a baby girl.

On this tour, Ahearn was working to develop relationships with Iraqi civilians and improve relations among rival groups. There were signs that work was starting to pay off, he told family members.

"Cautiously optimistic is a very good way of putting it," he wrote in early June. "The last 36 hours have been very encouraging for me: had a meeting with an Iraqi general, pitched my ideas for civil affairs projects in one of his neighborhoods. Had a meeting in the neighborhood with a bunch of local leaders who were insistent that they don't want handouts; they just need some assistance to get things going."

Sgt. Keith A. Kline was a communication systems support specialist assigned to Bravo Company, 96th Civil Affairs Battalion. He was deployed to Iraq in support of Operation Iraqi Freedom as a member of a Civil Affairs Team supporting the 4th Brigade Combat Team, 1st Infantry Division. Kline was on his first deployment to Iraq. He had previously served overseas in Kuwait and Africa. Kline was born and raised in Oak Harbor, OH. After entering military service in 2002, he received his basic training at Fort Jackson, SC. He completed his Advanced Individual Training at Fort Gordon, GA, and was assigned to Headquarters and Headquarters Company, 96th CA Bn (Airborne).

Last Year's Lost Comrades Remembered

On 28 May 2007 the U.S. Army Special Forces Command remembered its Soldiers lost during the past year. The names of these Soldiers were added to the Army Special Operations Forces Memorial Wall at the Army Special Operations Forces Plaza at the U.S. Army Special Operations Command Head-quarters at Fort Bragg, NC.

Civil Affairs Soldiers lost during the past year are:

Lost in Operation Iraqi Freedom

402nd Civil Affairs Battalion, MAJ Alan R. Johnson

412th Civil Affairs Battalion, Capt. Brian S. Freeman

414th Civil Affairs Battalion, LTC Daniel E., Holland, Staff Sgt.

Carlos Dominguez, Staff Sgt. Ronald L. Paulsen

489th Civil Affairs Battalion, Capt. Shane R. Mahaffee, Staff Sgt. Nathan J. Vacho
490th Civil Affairs Battalion, Sgt. Carlos N. Saenz, Spec. Teodoro Torres

Lost in Operation Enduring Freedom

364th Civil Affairs Brigade, CWO Hershel D. McCants, Sgt. 1st Class Merideth L. Howard,
Staff Sgt. Robert J. Paul (DAW)

General Wayne A. Downing

This summer GEN Wayne Downing, former commander of the USSOCOM, passed away suddenly. In his assignment at USSOCOM and earlier as commander of the Army Special Operation Command at Ft. Bragg, GEN Downing for many years was involved with Army civil affairs, and the development of civil affairs policy, doctrine, and force structure. Earlier in his career he served as commander of the 75th Ranger Regiment. GEN Downing was a veteran of combat in Vietnam where he received the Silver Star Medal. He was recognized as the 2006 Distinguished Graduate of the Military Academy.

At the 1987 Civil Affairs Association Annual Conference in Washington, DC, he spoke to attendees regarding the then recent move of Army Civil Affairs units to the Special Operations Command. (DAW)

Brigadier General James P. Harley

BG Jim Harley passed away this past summer in Florida after a period of poor health. He was commander of the 353rd Civil Affairs Command during a formative period for the unit and for USAR civil affairs.

BG Harley worked to develop and then strengthen ties for the 353rd with the U.S. Army and NATO forces in Europe. He was an early leader in the development of strong ties between USAR Civil Affairs units and a supported active component Army unit or NATO force. (DAW)

Colonel Joe B. Sullivan

Col. Joe Sullivan passed away this summer. He was a combat veteran of the Korean War. In his civilian life he was with a major California defense contractor before joining California Governor Ronald Reagan's staff in Sacramento.

He served in the 351st Civil Affairs Command as its G5. Here he developed memorandums of agreement with the Army active component divisions based in the Sixth Army area. Col. Sullivan came to the Pentagon in the late 1970s to serve on an Army study board. He then moved to the Office of the Chief, Army Reserve where he served until his retirement from the Army. (DAW)

Colonel Marvin Norcross

Col. Marv Norcross recently died following an extended illness. He was for many years a member of the 352nd Command where he was the assigned Veterinarian. In addition to activity as a veterinarian, he was a creative member of the unit's Civil Affairs doctrine and exercise team during early relations with USCENTCOM. Marv brought to the 352 his valuable civilian acquired skills as a veterinarian and as a manager at the U.S. Food and Drug Administration. He also brought a cheerful and friendly disposition that will be missed by all who knew him. (DAW)

Two Needs, Two Proposals

By *BG Dennis A. Wilkie, AUS, Retired*

Recently I was reading the alumni magazine from a school I attended.. I asked myself, "How do they do this?" This question was about the glossy paper, all color, over 100 page magazine I held. I receive this, it seems, monthly. "This costs lots of money to produce and print," I said to myself.

An answer to my question came quickly. It was that each year I contribute to the alumni association's annual fund. The magazine is a benefit I receive for my contribution. In addition to the magazine, the association has many other programs that support the university and the students, and that recognize contributions both by students and alumni.

My annual fund contribution, and the contributions from others, helped make these things happen.

At our Civil Affairs Association Board Meeting in November, acting in my capacity as Association Secretary Treasurer, I plan to recommend that we begin a scheduled annual fund drive that will provide support for our association's programs. An annual fund drive will support our Scroll and Sword newsletter. It will also support our other programs that promote a strong U.S. military civil affairs capability, and recognize individuals who have made significant contributions in the field of civil affairs.

A second thing I will recommend that we consider in November is that we put greater dependence on the electronic media for communications to our membership and the civil affairs community at large. Specifically I will propose increased financial support for our website which is www.civilaffairsassoc.org

In November I will propose that our members receive the Scroll and Sword by way of the internet. Using the internet to send the newsletter to members will speed delivery. Via the internet the Scroll and Sword is in color. Using the internet will save the Association costs for printing and mailing, and the cost for returned mail. And tying back to my annual fund proposal, I will also propose that contributors to our Association's annual fund also receive a printed copy of the Scroll and Sword.

Our Association Board Meeting and an Association General Membership Meeting will be on Thursday afternoon, 1 November 2007. Your thoughts on my two proposals will be welcome at that time. You can send me your thoughts to me before that time by e-mail to civilaffairs@earthlink.net

CSM John Elam Moves On

Enlisted Vice President, CSM, Retired, John Cannon represented the Association at events to mark the close of CSM John Elam's service at USACAPOC. CSM Cannon presented a clock as a token of the Association's appreciation for CSM Elam's service.

There was a dinner for friends and family at the Ft. Bragg Officers Club on Friday evening, 17 August 2007. MG Morris and MG Altshuler were in attendance, as were the USACAPOC Command Sergeants Major and other Army and family friends. The formal change of responsibility ceremony was on Saturday, 18 August.

CSM Elam may next serve in Iraq, but at the time of the August events this was not definite. The new USACAPOC Command Sergeant Major is CSM Neil Heupel from the 353rd Civil Affairs Command. (DAW)

"New USACAPOC" cont'd from page 6

Achievement Medals, National Defense Service Medal, Global War on Terrorism Expeditionary and Service Medals, Military Outstanding Volunteer Service Medal, two Armed Forces Reserve Medals with "M" (mobilization) device and numeral "2," Non-Commissioned Officer Professional Development Medal with numeral "4," Army Service Ribbon and the Army Reserve Component Overseas Training Ribbon.

In his civilian career, Heupel was a licensed architect in the state of Minnesota. He is married to Denise, and they have three children, Skye, Brianne and Kelsey.

REGISTRATION

The 56th Annual Civil Affairs Association Conference and the First Annual ROA/POPP Roundtable Conference

Jointly Sponsored by the Civil Affairs Association, Reserve Officers Association, and
the Peace Operations Policy Program, George Mason University

A Global View of Civil Affairs

The Arlington Original Building
Room 329, George Mason University, Arlington, VA
2 – 3 November 2007

Title/Rank: _____ First Name _____ Last Name: _____

Address: _____

Company/Organization/Unit _____

PHONE (_____) _____ E-MAIL _____

CONFERENCE FEE--- **\$140** **x** No. attending _____ \$ _____
Includes 2 days of breaks, light lunches, Friday night icebreaker (cash bar), admin fees.

DINNER Saturday Evening-- **\$75** **x** No. attending _____ \$ _____

TOTAL ENCLOSED \$ _____

To pay by check:

Make **checks** payable to **POPP/GMU** and mail completed form and check to:

Civil Affairs Conference,
10130 Hyla Brook Rd,
Columbia, MD 21044-1705

(Your completed form and check must be received by midnight Sunday October 28, 2007)

To pay by credit card:

(1) register and pay online at www.roa.org/ca_seminar

(online registration closes at midnight Sunday October 28, 2007)

(2) FAX completed registration form to 202-646-7753, Attn: DEF or

(3) mail completed form to: ROA-DEF

One Constitution Ave NE
Washington DC, 20002-5655

(Registrations by FAX and mail must be received by midnight Sunday October 28, 2007)

Name on Credit Card _____ MC _____ Visa _____ AMEX _____

Number _____ Exp Date (month/year) ____/____

All conference fee/dinner payments must be received by Sunday, October 28, 2007.

ADDITIONAL INFORMATION

HOTEL: Arlington Residence Court, 1200 N. Courthouse Rd, Arlington, VA 22201, phone 703/524-4000 or e-mail reservation request to elizabeth.tobar@snshotels.com. Ask for Civil Affairs Conference. Guaranteed rates of 169.00 +16.5% taxes per night until October 18, 2007. More info on the hotel at www.arlingtoncourthotel.com. Do not use this website for room reservations.

CONFERENCE SITE: George Mason University, Arlington Campus, 3301/3401 Fairfax Drive, Arlington, VA. Meetings will be on the third level of the original red brick building (their other building is white brick). Parking is extremely limited in this neighborhood. Recommend local attendees use the Orange line of the Metro (Virginia Square/GMU stop) and walk ½ block northeast. As you exit the Metro station via escalator, take an immediate left and left again and cross Fairfax Drive. Turn right and walk North on Fairfax Dr approx two blocks to the GMU Original building (red brick) on your left. You will have walked past the FDIC complex just before getting to the GMU building.
Directions: <http://www.gmu.edu/welcome/Directions-to-GMU.html>

The hotel will provide shuttle service to and from the conference site in the morning and evening for hotel guests.

DRESS: Conference Sessions: Civilian coat and tie, military duty uniform
Icebreaker: Business casual
Dinner: Civilian coat and tie or military equivalent.
(There are no black tie events.)

LATE REGISTRATION: Late registrants may be able to be accommodated. A late fee of \$25 will apply. Please call one of the POCs below to discuss.

For further information contact: Joe Meyer (703)704-2499 joseph.meyer@cox.net; Dave Davis (703) 915-1867 ddavis@gmu.edu; Bob Feidler (202) 646-7717 rfeidler@roa.org.



Airport Gate Pass

The Transportation Security Administration has issued a directive pertaining to military passengers at U.S. airports. According to Security Directive 1544-01-10w, families of military members may be granted access to sterile concourse areas to escort the military passenger to the gate or to meet a military passenger's inbound arrival at the gate.

The family member can go to the airline that the military member is flying on and receive a pass to go to the gate. They will be required to have a pass and a photo ID to get through the security checkpoint. This is a wonderful opportunity for families to stay with the departing military member longer before they depart, or to be able to greet them at the gate upon their arrival.

Please click on <https://ocarweb/allusers/gatepass.jpg> to see the new policy for family members of military personnel departing/returning from deployments.

Restructured TRICARE Reserve Select

ALL Army Reserve Soldiers can now receive TRICARE health coverage effective 1 October 2007. TRICARE Reserve Select (TRS) becomes available to Soldiers and their Families regardless of any active duty time served.

As a reminder, all current TRICARE Reserve Select members must re-enroll before 1 October 2007 to maintain coverage. The Restructured TRICARE Reserve Select is a premium-based health plan that Soldiers may purchase. The cost of this program is \$81 a month for single Soldiers and \$253 a month for Soldiers with dependents.

Benefits of this program include:

- Available worldwide to most Selected Reserve members and their dependents
- Freedom to manage your healthcare; no assigned Primary Care Manager
- No referrals required
- May receive care in a Military Treatment Facility (MTF) on a space-available basis
- Offers comprehensive health care coverage including a TRICARE prescription drug benefit

Now is a good time to re-evaluate and compare your current health care coverage to the Restructured TRICARE Reserve Select. To learn more about the Restructured TRICARE Reserve Select, copy and paste the following hyperlink into your internet browser: <http://www.tricare.mil/mybenefit/home/overview/Plans/RestructuredTRS>

Launch of the Army Integrated Family Support Network

What is it? The Army Integrated Family Support Network (AIFSN) will provide a new support network for Soldiers and Families regardless of their proximity to a military installation. When fully implemented, this network will address Family issues head on by providing a single, holistic institutional network of standardized services.

What has the Army done? Through a collective effort by the active Army, Guard, and Reserve, the Army has leveraged the power of the Internet to provide a single portal for information and services traditionally only found on military installations.

Until now, Active, Guard, and Reserve organizational structures created overlapping lines of authority with regard to programs for Army Families. Each component functioned independently in the delivery of Family programs. The AIFSN was specifically designed to meet the needs of "geographically dispersed" Soldiers and Families, in both active and reserve components, from mobilized Soldiers to recruiters to Families located outside reasonable driving distances of military facilities.

An initial \$7 million has already been invested in the training and technology to "jump start" the program to create uniform Family programs across components. This funding provides cross-level staffing, training, and advanced technology to reach our geographically dispersed Families.

What efforts does the Army plan to continue in the future? The AIFSN will also target new Soldiers and Families, improving their awareness of and access to services.

Why is this important to the Army? The AIFSN supports Family readiness needs of the entire expeditionary force and will provide more consistent and uniform Family services during extended deployments to Active, Guard, and Reserve Families.

Civil Affairs Journal and Newsletter
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Columbia, MD 21044-1705

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To Renew Your National CAA Membership for 2007,
To Change Your Address, or To Make Your Tax-Deductible Contribution**
The Civil Affairs Association

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Columbia, MD 21044-1705

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Payment enclosed for following:

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E5 thru E7 (\$5)	_____	04 and 05 (\$20)	_____
E8 and E9 (\$10)	_____	06 and up (\$25)	_____
		Civilians and overseas (\$25)	_____
Life			
Int'l/O/WO/Civ. (\$175)	_____		
Enlisted (\$100)	_____		
Tax Deductible Contribution	_____		
Total	_____		

Please detach and send with payment

Membership Agreement

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