



# Annual Report

## Calendar Year 2009

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page 27!

## ROA National President's Introduction

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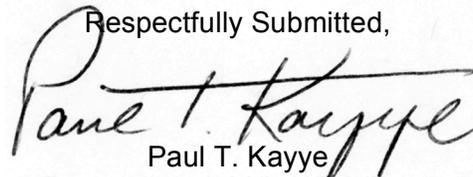
Given our change in meeting structure, we have combined our President's report and the Executive Director's Annual Report into a single report.

After seven months on the job of my 18 month term, I am confident ROA is moving in the right direction. A careful reading of this report will convince you of that. We have a significant voice on Capitol Hill and we've got a premier program and products in place to advance the professional military education of our members.

As a grass roots organization – I note many of you are doing many great things at the local level to advance ROA's legislative and educational agendas. But many of us are not and we need to change that. We have become too mired in the details of looking primarily inward at our own governance, instead of outward at advancing and promoting a strong national security. I challenge you to reverse this trend. We are discovering and implementing new and innovative ways of conducting business. I challenge you to look at the *intent* behind the initiatives presented to you this year such as modifications to our constitution and bylaws. The intent of these initiatives is to allow the association the freedom to survive, attract new blood, and begin an outward focus. Whether you agree with the recommendations presented or not, I ask you to look at the intent behind them and be a part of the solution to satisfy this intent.

Who will follow us into the 21<sup>st</sup> Century as leaders of this association and what kind of association will they inherit? We no longer have the luxury of doing business as usual. I challenge you, at the local level, to analyze how you serve ROA and its membership challenges. And I challenge you to figure out how to attract currently serving officers to our association. I also challenge you to take up advocacy and educational causes that are inclusive of these serving members and their families, causes that are true to our roots. ROA must continue to advise and educate our audiences on national security, with unique expertise on issues that affect the 1.5 million men and women now serving in America's Reserve Components. Our focus needs to be for these warrior citizens, their families, and their employers.

This is not just another year in ROA history. This could be one of the most important years ROA has ever had. We have our challenges, but they are not insurmountable. We just need to remember where we came from and then focus on the future. We reflect the experience of almost 90 years, focusing on the unique needs of reservists to help shape the Nation's national security policy in the 21st Century. Use that and keep the momentum going.

Respectfully Submitted,  
  
Paul T. Kayye  
Rear Admiral, MC, USN (Ret.)  
National President

## Executive Director: David Bockel

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*The National Executive Director shall submit an annual progress report as of 31 December each year.  
Article B-3, Section 5*

As we wrap up the year 2009, it is important to note that probably more dramatic changes took place than just about any year in ROA history. Of course, the war on two fronts continues with heavy reliance on the reserve components to meet operational requirements. This continues to add stress to the serving “warrior citizen” members, their families and their employers. Our commitment to them ranks #1 on our list of priorities.

There were a number of changes from the ROA perspective, but they are by no means all. I will note the most significant:

- Leadership – There were two major changes in ROA leadership during the past year. The first was a change in governance as it relates to our elected leaders. In July, RADM Paul Kaye and most of the ExCom took office for the first, and likely only, 18 month term of office. This was the result of the change of the National Convention being moved to the winter time frame and eliminating the old summer convention. At almost the same time, leadership of the National Staff was turned over to me from LtGen Dennis McCarthy, who became Assistant Secretary of Defense for Reserve Affairs. I served in an “acting” role until final confirmation of my selection as Executive Director on November 6th.
- Financial – One of the biggest challenges facing the Association during the past 12 months has been financial. The economic downturn had a major effect on our investment portfolio, which we rely on heavily for operating revenues. At the same time, elected leadership gave the directive that within 5 years the Association would no longer be permitted to withdraw from insurance investments to balance the annual budget, thus creating the “5 Year Balanced Budget Initiative.” I am happy to report that we are well on our way to accomplishing that requirement. But much remains to be done as we continually look for ways to enhance revenue and reduce expenses. This was also the first full year with a new investment advisor, UBS. I am happy to report that our various investment funds are doing well after reaching a critical point last March. We also began working with a new external auditor, Johnson Lambert, who brought us through our first “clean” audit with their guidance. We also welcomed a new controller in September and have revitalized the Accounting Department with a more thorough financial reporting and budgeting system.
- Servicemembers Law Center – For a number of years, ROA has provided legal advice to members and non-members on issues such as USERRA, SCRA and Military Voting. CAPT (Ret) Sam Wright has worked in a consulting capacity until this past June. At that time, Sam joined the staff full time and expanded his legal assistance program into a much broader approach. At this writing Sam is reaching out to other associations, attorneys, legal entities, and servicemembers. We will be seeking additional funding for the Law Center to expand its operations and services.
- Legislative – CAPT (Ret) Marshall Hanson and his assistant continue to work daily with Congress and also in partnership with other associations to deal with ROA’s legislative priorities. Suffice it to say, adequate funding for training and equipment, family support and health care for serving members as well as retirees are key elements. His report will go into much greater detail.

- Defense Education – This has been a banner year for ROA’s Defense Education program. It has expanded outside of the geographical boundaries of Washington to states as far away as North Dakota. The programs are better explained in the Defense Education portion of this report. Of particular note is the Association’s leadership in the area of Traumatic Brain Injury and Post Traumatic Stress Disorder.
- Communication – This year and in the years to come, communication with members, potential members, non-members, the various branches of government, and the media will be hearing and seeing ROA in a number of different venues. Just a few years ago, ROA relied almost solely on *The Officer* magazine, press releases and e-mail to get the word out. At this writing, the use of electronic means of communication, particularly through the internet, is moving the Association into the “information revolution” of the 21<sup>st</sup> Century. Again, details will follow in the Communication portion of this report.
- Member Services – The efforts of our Member Services Department continue to be exemplary. We unfortunately lost one of our outstanding regional recruiters, Bob Hagen, to a lingering illness. He continued his great work right up until the end of his life. We wish there were more like Bob and the rest of the devoted regional recruiters. Plans are underway to expand recruiting and retention back into the departments and chapters. Persuading younger, serving reserve officers to join our ranks is a “grass roots” program and best communicated by the folks in the states and cities – departments and chapters. A major actuarial study was completed last spring and it focused on the steps that need to be taken to improve both the quantity and quality of members and the resulting revenues.
- Development and Fund Raising – ROA launched the Sustaining Membership Program a full year ahead of schedule. This was done for two reasons:
  - ◊ The termination of our direct mail fundraising program through a 3rd party, Barton Cotton. Barton Cotton went bankrupt this past spring. ROA had an on-going relationship with them for many years.
  - ◊ To replace that program, the Sustaining Membership Program was created and launched this past fall. It has been successful, but it is also a program that will grow over time.

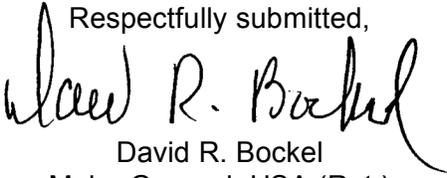
All other programs continue to be worked by our Development Director. In addition to gifts and bequests, our Memorial Endowment continues to receive on-going attention.

- Industry Affairs and Affinity Programs – These programs continue to transform and grow. Our STARS program continues to be healthy and grow with several new STARS partners added this year. The companies and organizations play an important role in sponsoring the many activities that ROA undertakes. From an affinity standpoint, we replaced our credit card provider with a former partner, Pentagon Federal Credit Union. We saw an immediate significant increase in revenue as a result. We also replaced our travel partner and expanded our on-line shopping mall with a Marsh program that provides a much broader on-line shopping experience for our members and one that provides direct discounts to them and additional revenue to ROA.

It has been a pleasure to work with COL Ladd Pattillo and RADM Paul Kayye. Both have been wonderful friends and leaders and the Reserve Officers has been fortunate to have them guiding our future. In February 2011, it will be Col Walker Williams. And I doubt that there is anyone

who knows more about what makes ROA work than Walker. It was his job that I took over in 2005. He left some mighty big shoes to fill and it will be a challenge for me to continue to grow into them while he leads us forward.

I'll leave it to the various directors to provide detailed reports. Suffice it to say, I believe we have the "right people in the right seats on the bus." Member support is what is needed most at this point, to continue to grow our association in membership and substance. We all have our work cut out for us. Meanwhile, I am anxious to hear from you with any comments or suggestions. I answer all my e-mails and I usually answer my own phone. Let's stay in touch.

Respectfully submitted,  
  
David R. Bockel  
Major General, USA (Ret.)  
Executive Director

## Service Sections: Bob Feidler, Marshall Hanson, David Small

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- **Military Policy**

A change occurred in 2009 with how DoD publishes the unfunded requirements list (UFL). Defense Secretary Robert Gates ordered the service chiefs to brief him on their unfunded requirements lists before they went to Congress, and directed them to provide Congress with lists only including what was needed, not what was wanted. Gates told the Senate Armed Services Committee on May 14. "What I have tried to do ... is to bring some discipline to a budgetary process that, shall we say, lacked a certain measure of discipline in the past."

The resulting products were shorter lists, which need not place as great an emphasis on Reserve equipment requirements as in the past. This placed greater emphasis on the National Guard and Reserve Equipment Allowance (NGREA). NGREA is being used to allow each of the Reserve Components to remain current and relevant. But it was noted that while NGREA has grown over the past few years, it has not been proportional, and not surprisingly, that the National Guard has been receiving the greatest share. Of the \$950 million included in the defense appropriations, \$710 million went to the National Guard. The Navy only received \$55 million and the Marine Corps only \$45 million. This prevents the two DoD sea services from buying a big ticket item that is excluded from Defense procurement.

Much discussion occurred over the definition of an Operational Reserve. Lieutenant General Charles E. Stenner, Air Force Reserve Chief testified before Congress about the need to maintain a strategic reserve as well as provide operational support. Each Reserve service has a slightly different approach to meeting DoD's needs, as nothing has yet to be codified, and policies and practices are still being developed. Most agree to have a successful Operational Reserve; there is also a need to have a successful application of the continuum of service. There is a renewed risk of creating a hollow force.

Themes - Operational v. Strategic Reserve

- Sustainability	- Predictability
- Partnerships	- capacity building, relationships
- NGREA great asset	- End Strengths, Training
- Equipment, Modernization	- Force Gen Models

- **Army Section**

- ◇ The Army Reserve end strength has grown from a low of 186,000 in 2006 to its current strength of over 206K.
- ◇ The Army Reserve has mobilized and deployed more than 185,000 Warrior-Citizens in support of Operation Enduring Freedom, Operation Iraqi Freedom, the Global War on Terrorism and ongoing Overseas Contingency Operations. It currently has about 32,000 activations. The ARNG has mobilized 320,000 Warrior-Citizens and has about 76,000 currently activated.
- ◇ The Army Reserve has transformed from a strategic to an operational force. It has reduced overhead and generated more deployable capability by disestablishing 12 Re-

gional Readiness Commands and establishing four Regional Support Commands and 11 Operational and Functional Commands. The Army Reserve has been reorganized to include training structure and training commands, in accordance with the ARFORGEN model to synchronize Army Reserve training initiatives, enhance unit readiness, and deploy combat ready Soldiers and formations in support of combatant commands.

- ◇ The Army Reserve has taken the lead on employer/employee relations through establishment of the Employer Partnership Office. Businesses and the Army Reserve are in the initial stages of beginning share in the training and development of quality individuals who contribute to both our Nation's defense and a productive economy.
- ◇ Army Reserve Warrior and Family Assistance Center have been launched to enhance the well-being of Soldiers and their Families, across relationship, spiritual, health and fitness dimensions. "Virtual installations" have been developed to afford Soldiers and Families, who do not live on or near an installation, ready access to services and pre/post-mobilization transition assistance.
- ◇ The USAR has an annual budget in excess of \$7B to build, sustain and employ Army Reserve Soldiers and units on behalf of the nation. It has attained or exceeded the Army standard of 90% availability for reportable equipment that requires maintenance.
- ◇ ROA has maintained a close working relationship with the Office of the Chief of the Army Reserve, AUSA, SARCA and related organizations. The Defense Education Forum will be featuring several programs related to the USAR in 2010 including a "State of the Army Reserve" address by LTG Stultz, an address by the Assistant CAR on Resourcing an Operational Army Reserve, and other programs that will have Army Reserve participation and focus. We thank LTC Timothy Hoon for his service as Army Vice President and welcome BG Michael Silva and the new Army members of the EXCOM.

- **Naval Services Section**

- ◇ Navy
  - ~ VADM Dirk J. Debbink continued as Chief of the US Navy Reserve (USNR) and Commander of the USNR Force. His Deputy RADM Jon Bayless retired, and has been replaced by RADM Garland "P" Wright, USN. ROA's focus continues to be equipment issues with ROA written testimony to the Senate Defense Appropriations subcommittee containing a list of needed Navy Reserve equipment. ROA continues to highlight its concern over ongoing cuts to the USNR end strength.
  - ~ Policy
    - \* End Strength: 65,500 authorized, another drop of 1200.
    - \* USN is total force/one Navy, USNR is cohesive and aligned with "Cooperative Strategy for the 21st Century Seapower" plan. Annual \$3.7 billion.
    - \* Unified purpose of USNR – ready, relevant, responsive.
      - Provide strategic depth and deliver operational capabilities to USN and USMC and Joint Forces.
    - \* Sixty-four percent of USNR is strategic.
    - \* Three main focus areas: 1) deliver ready/accessible Reserve; 2) provide valued capabilities; 3) enable continuum of service.
    - \* CNR Top priorities
      - Single/integrated pay and PERS system.
      - Continuum of service in policy and law – 95% is in own prevue, requirements – little change needed in law.

- Operational support funding – ADT, ADSW are getting great support from USN.
- Funding for returning warrior workshops and psychological health outreach – working to have designated person (family, friend, etc.) to accompany member, pretty successful, great new story – weekend away, for all services.
  - ◇ About 25/year, about 80 USNR attend each, about 200 total involved at each.
  - ◇ About 5 in each region, active in following up on PDHRAs.
- Naval Aviation Plan 2030 – need to find way ahead – see how fits in long term plan.

#### ◇ Marine Corps

- ~ Lieutenant General John F. Kelly assumed command of Marine Forces Reserve and Marine Forces North in October 2009, relieving LtGen Jack W. Bergman. While confirmed by the Senate, Major General Douglas M. Stone was never allowed his promotion to the position. ROA will continue to work at getting the right equipment to the correct Marine units. ROA briefed 15 USMC legislative fellows in the fall.
- \* End Strength –
  - 7,591 Marines currently mobilized – 3,409 PERS in training not included
  - Selres– 29,846      ○ IRR – 56,253
  - IMA – 3,112        ○ Full Time Staff – 2,226
  - About 2.5% below authorized end strength
  - Note: Reservists have been allowed to rejoin the active force maintaining its retention.
- \* Priorities –
  - Win long war
  - Increase dwell time from 1-4 ratio to desired 1-5
    - ◇ 1-5 will only happen when commitment drops off
  - Operational Reserve by recruit, equip, train, activate, deploy
  - Predictability – Active components, individual, employer
- \* Way ahead
  - USMCR Force Gen Model is basic building block
  - Consider stress of activations on reserve families and employers always
  - Continue to be a Total Force source for OCONUS deployments

#### ◇ Coast Guard

- ~ RADM Daniel May continued as the Director of Reserve and Training for the Coast Guard. For its size it's the most used Reserve force in the Armed Forces.
- \* 8500 Coast Guardsmen currently
- \* FY10 budget \$133M
- \* End Strength – budgeted for 8,100, authorized for 10,000
  - SELRES About 17%                      ○ IRR approx. 2800
  - FT support 535                            ○ 75 Reserve Program Admin
  - Total Coast Guard ~ 41,000          ○ 7800 civilian employees
  - 30,000 auxiliary (volunteer) – mostly boating safety
- \* USCGR unique because it began integration pre-9/11 in the mid-90s
  - Reserve can be mobilized nationally under Title 14, Secretary Authority.
  - Recall to domestic natural disasters, 1 day min to MOB; ex. about 1000 deployed during Katrina
- \* post 9/11 focused more on port security
  - pre 9/11 focus was only about 5-10%, post it is 15-20% of time

- \* Overseas Contingency Operations (OCO) – CG cutters, PCUs, law enforcement detachments, redeployment assistance and inspection detachments (RAID teams), buoy tender, National Strike Force, Patrol Forces SW Asia (PATFOR-SWA)
- \* Post 9/11 environment – utilizing USCGR force 5 times more, about 6-700 of 8100 are on AD at any one time.
- \* USCGR – Focused Force Multiplier
- \* Closer to DOD today than ever before – intell collection, contingency construction, etc.

◇ USPHS

~ Dr. Howard K. Koh was appointed as the Assistant Secretary of Health in June 2009, replacing RADM Stephen K. Galson, who was acting in the capacity since January. The principal Deputy Assistant Secretary of Health is RADM Donald Wright. RADM Steven Galson continued as the acting Surgeon General until his retirement in October 2009. Vice Admiral Regina Benjamin, MD assumed the office in November. The acting deputy surgeon general continues to be RADM Bob Williams. As ROA supports the development of a USPHS Selected Reserve, ROA has been in discussions with the Senate Homeland Security staff to legislation affecting on the future of the USPHS Commissioned Officers Corps.

◇ NOAA

~ RADM Jonathan W. Bailey continues as the Director, NOAA Corps. ROA will be working with his staff and on legislative objectives for FY 2011, which includes increasing the overall end-strength of the NOAA Commissioned Corps.

◇ Naval Services Membership .....	31 Oct 2008.....	31 Dec 2009
~ Coast Guard .....	2,016 .....	1,943
~ Marine Corps .....	1,012 .....	1,015
~ Navy .....	6,789 .....	6,261
~ USPHS .....	1,878 .....	1,705
~ NOAA .....	105 .....	102
~ Total .....	11,800 .....	11,026

• **Air Force Section**

- ◇ The authorization bill increased the Air Force Reserve by 2,100 billets to coincide with the significant increase in the active duty end strength. Additionally, the number of Air Reserve Technicians and AGR billets in both the Air Guard and Air Force Reserve increased considerably over other services in reaction to the active duty end strength change. Apparently the browbeating to increase the size of the Reserve concurrent with the Active Duty increase worked. The AFR will add nearly 4,000 billets over the next three years if they stick to the current presidential budget plan.
- ◇ With much discussion regarding the Strategic versus Operational Reserve, the Air Force Reserve has retained its status as both a strategic and operational reserve providing capability to an operational force by participating in the Air Expeditionary Force construct and transitioning to a fully operational command, equal to its sister major commands who provide forces directly to combatant commanders

- ◇ The Air Force Reserve priorities remain to maintain a Strategic Reserve while Providing an Operational, Combat Ready Force through volunteerism and mobilization; preserve the viability of the Reserve Triad (Air Force, Family, Employers); Broaden Total Force Initiative opportunities with resource efficiencies in both manpower and organization; and to champion equipment and facilities modernization through NGREA and MILCON.
- ◇ A current mission and people snapshot of the Air Force Reserve can be found at: <http://www.afrc.af.mil/shared/media/document/AFD-060712-018.pdf>
- ◇ The Air Force Section of ROA has done a number of things this year. On the advocacy front, we published ROA's first advocacy alert of the year asking members to write to congress urging funding of the C-17 to keep that production line open. After repeating this alert throughout the year, over 1,000 letters were written and both the war supplemental last summer and the Defense Appropriations Bill included additional C-17s.
- ◇ On the educational front, the Air Section worked closely with the chief of the Air Force Reserve to produce a Defense Education Forum on Air Force Reserve modernization – the first in a series of service specific DEF events, which occurred with success June 22. The Forum discussed the complexities, challenges and successes of modernizing the Air Force Reserve including: the steady drumbeat of recapitalizing their tanker fleet and fighter force needing to include the Air Force Reserve; the benefits of the National Guard and Reserve Equipment Account; and the challenge for the Reserve is using that money to recapitalize defensive systems and precision engagement equipment to ensure effectiveness of their forces in the theater of operations. We plan to continue this service unique programming in 2010 with a potential program on the industrial base, which will be highlighted in the February issue of *The Officer*.
- ◇ The ROA Air Section worked to identify a number of member constituent concerns to Air Force Reserve leadership on various policies. These policies included: travel pay for IDTs; pay parity for mobilized reservists; forced retirement of Active Duty Reservists reaching age limits; travel voucher payment issues; IMA category E position issues; AFJROTC instructor duty inequities; Post 9/11 GI Bill issues, etc. We also highlighted a policy flaw to AF/A1 regarding their recall to active duty program for retired and reservists, for which they looked into and readdressed the Space A travel regulations for Reservists and Retired Reservists.
- ◇ While maintaining liaison with Air Guard and Reserve leadership on a regular basis; working to ensure sound policies in the Air Force Reserve; and advocating for Reserve and Guard needs to Congress, the Air Section has researched, discussed and held meetings with influencers on the following topics: Military Construction, Joint deployment parity, operational reserve and strategic reserve requirements and processes, the perceived “fighter gap” in retiring aircraft early, and the reserve participating in the nuclear deterrence mission.
- ◇ After Working with AF/RE on identifying funding priorities MILCON for Appropriations Bills, *The Officer* article on Air Force Reserve MILCON was delivered to key appropriations officials. While not claiming credit given the command's extensive efforts to highlight this issue, It was noted that the MILCON appropriation for the Air Force Reserve was increased this year significantly. We also actively worked with the Air Force Reserve to identify advocacy avenues for their other funding priorities. We are currently working with the Air Force Section to revamp a number of Air Force specific ROA resolutions up for renewal consideration.

- ◇ As the Director of Air Force Affairs, David Small attended AFA's Annual Symposium in September and the National Reconnaissance Office annual IMA muster, meeting with Air Force leaders where he discussed their relationship with ROA and advocacy positions. He also worked to better incorporate the Air Section's convention schedule with the Senior Leaders Conference and AF Leadership Today and Tomorrow seminar.
- ◇ The quarterly Air Section newsletter continues to receive positive feedback as well as a significant blogging effort on Air Force issues for ROA's new blog. Both help advance communications with Air Force section members and potential members.

## ◆ Legislative & Military Policy: Marshall Hanson

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- Legislation

- ◆ The *National Defense Authorization Act Fiscal Year 2010* (NDAA), H.R.2647, was signed into law on October 28, 2009. The bill included \$6.9 billion to address equipment shortfalls for the National Guard and Reserve, and specifically authorizes \$600 million to the Reserve Components for procurement of equipment.

In fiscal year 2010, Selected Reserve End Strength is authorized at 358,200 (+5600) for the Army National Guard of the United States; 205,000 (NC); for the Army Reserve 65,500 (-1200) for the Navy Reserve; 39,600 (NC) for the Marine Corps Reserve; 69,500 (+2100) for the Air Force Reserve; 106,700 (-56) for the Air National Guard; and 10,000 (NC) for the Coast Guard Reserve. It also allows an over-variance of 2 percent above authorized end strengths.

The bill included a 3.4 percent pay raise, and extended for one-year certain bonuses and special pay authorities for Reserve forces. It also permitted continuation of reserve component members on active duty during physical disability evaluation following mobilization and deployment and authorizes transition assistance for reserve component members injured while on active duty. Stop loss payments were temporarily authorized at \$500 per month beginning 1 Oct. 01, 2009 through June 30, 2011.

- ◆ A major victory included in the bill is the access to TRICARE Reserve Select (TRS) Health Care for Gray Area retirees, which supports ROA's goal for continuity of health care. Unfortunately, DoD announced it will take over a year to implement the program. Additionally, families will continue to have access to TRS should a member die while under coverage. TRICARE coverage was also expanded from 90 days to 180 days to Reserve Component members and their families who have been alerted prior to mobilization. Transitional dental care will be enhanced for Reserve Component members separated from active duty, not only improving access to dental facilities, but may also include eligibility for treatment at VA facilities. Congress has again requested a report from the defense secretary on providing an employer stipend in lieu of TRICARE health coverage as an option to Guard and Reserve members.
- ◆ Another ROA success directed improvements in procedures for absentee uniformed services and overseas voters to request and for States to send voter registration applications and absentee ballot applications by mail and electronically. States will also be required to have the ballot printed 45 days prior to the election.
- ◆ The legislation required guidance on person to person mental health assessments related to contingency operations, which will help Reserve Component members who return home and aren't directly supported by military facilities.
- ◆ Moving closer to a total force, Reserve Component representatives will be allowed to sit on the Military Leadership Diversity Commission, the DoD Military Family Readiness Council, and will also be able to sit on military commissions. Unfortunately, ROA was not successful at correcting the current US Code changing early retirement eligibility back to Sept. 09, 2001.

- ◇ The President signed the *Defense Appropriations* bill, H.R.3326 on Dec. 19, 2009. The House finished its version of the defense budget bill in July 2009, and the Senate in Oct 2010, yet a completed bill was not offered until the week before Christmas. Rather than hold a formal conference, the product that was passed by the House 395 -34 was actually an amendment to the Senate bill, rather than a conference report. While technically it was a bill being returned to the Senate, leadership did not permit any additional amendments, permitting it to be passed into law unchanged.
- ◇ Attached to the bill were items outside the domain of the defense budget. A number of authorities were extended until Feb. 28, 2010 including a delay in a scheduled cut in Medicare physician fee rates, the Patriot Act, poverty guidelines, unemployment, COBRA health and flood insurances, and the Satellite TV Extension and Localism act. The bill also funded the Supplemental Nutrition Assistance Program. As in the past, Congress threw different legislation riders onto this final defense bill that was passed during the last days of the congressional session.
- ◇ The Senate had requested \$1.5 billion for the National Guard and Reserve Equipment Account, which would have allowed the Reserve Component to directly buy badly need equipment, but the House only wanted to provide \$500 million. The final compromise only allowed \$950 million - granting \$575 million to the Army National Guard. Follow-on numbers out of DoD indicate that the Army Reserve gets only \$85 million, while the Air National Guard receives \$135 million. The Air Force Reserve and Navy Reserve get \$55 million each, and the Marine Forces Reserve receives \$45 million.
- ◇ The bill included 10 more C-17 cargo transports (in keeping with an ROA resolution) at a cost of \$2.5 billion, which is what the Senate had in its original bill; the House had only wanted three. Funding also supported another ROA resolution with \$202 million being provided for Infrared Missile Countermeasures for C-17 and C-130 aircraft.
- Staff Transitions

Elizabeth Cochran was hired in late may as the legislation assistant and quickly made contributions to ROA's Capitol Hill efforts. During the summer, ROA received two interns from the Washington Scholars Fellowship program, and another from the Washington Internship Institute. Interns provided support for Resource Development, Communications, and the Defense Education Forum. A fourth intern, who was scheduled to work in legislation, cancelled out before arrival.

## Strategic Defense Education: Bob Feidler

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### Annual Report 2009 – Defense Education Forum

- The Defense Education Forum – or DEF – is the educational arm of ROA and, together with advocacy, one of the twin pillars of ROA. It produces over 25 programs a year on key topics related strategic national security themes as well as Reserve specific topics. Together with advocacy, it is our education programs that give us high visibility in the policy and legislative arenas of Washington DC. Bob Feidler serves as the Director of Strategic Defense Education (and is also the Army Director) and oversees the DEF program. DEF achieved the following goals:
  - ◇ Developed a national visibility and credibility for ROA in the field of defense education.
  - ◇ Educated key constituencies on core defense and national security issues, especially as they relate to the Reserve Component.
  - ◇ Dovetailed with the advocacy, communications, STARs Partners, and development components of ROA to achieve the goals of ROA.
  - ◇ Delivered timely forums, briefings and publications on national defense and homeland security in keeping with our Charter.
- ~ Programs covered an array of topics but were highlighted by:
  - \* Four medical programs were held over the course of the year – at the Minuteman Building and also in Illinois – that featured the delivery of medical care to Servicemembers suffering from PTSD and TBI. These programs included leading faculty members to include our own MG Bob Kasulke (our National Surgeon and also the Commander of the Army Reserve Medical Command) and Col Janet Kamer (Advisor on Behavioral Issues to the Commander of the AFR and our Illinois Department President) and other leading national speakers and researchers on this subject. Among the speakers were doctors conducting cutting edge research in the use of hyperbaric chambers to treat those with head injuries of various types. We will continue to offer these programs in the coming year.
  - \* Our eleventh through thirteenth programs with George Mason University on the general subject of stabilization and reconstruction. We began this series three years ago and demand for programs continues. This year our efforts culminated with a two day conference attended by over 200 people.
  - \* Dynamic professional education programs for our younger officers in the form of the Reserve Components Joint Officer Development Program (given in February at what we formerly called the Mid Winter Meeting) that attracted nearly 200 attendees and the Joint Officer Leadership Training Seminar (given in the summer) which had over 100 attendees. The RCJOPDS program will continue as part of the National Convention in February and a stand alone JOLDTS program will occur in July in Colorado. Maj Marcia Findley-Shaw, USAFR (Ret.) and Maj Greg Bules, USAFR are our coordinators for this program that is a part of the DEF offering.
- In 2010, DEF will again present a diverse educational program both in Washington – at our Minuteman Building and also at the Arlington Annex – as well as taking the DEF programs to the “field”. In January alone, DEF will produce five separate programs including two in

South Carolina in conjunction with partners from the Center for Naval Analysis and the Partnership for a Secure America. Programs in February and June will feature the Chiefs of the Army and the Air Force Reserve and we have invited the Chief of the Naval Reserve to do a similar program. We will continue our programs for Military Legislative Assistants from Capitol Hill, our successful series dealing with reconstruction and stability issues/civil affairs, and bring even more focus to the mental healthcare issues facing our Servicemembers and the groundbreaking new treatments that are becoming available. We will also continue with our successful partnerships with leading think tanks (such as the Foreign Policy Research Institute), leading universities (such as George Mason University) and work closely with the Services, especially the Reserve Components. DEF has been cited as the Nation's leading provider of defense education programs related to the Reserve Components and brings deserving credit and visibility to ROA.

## **Member Services/International Programs: Will Holahan**

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During the past year, the Member Services section continued its focus on the delivery of member value through enhanced Customer Service. The section remains able to accomplish all assigned missions and continues to operate with one less full time person while accomplishing its customer service functions satisfactorily. Several member services processes have been re-structured, resulting in improved workflow and more expeditious handling of new membership kits. Materials included in the new member kits are evolving to better communicate ROA's "value" to our targeted audience – the younger currently serving Reserve officer. Member Services and the Communications section coordinated on this evolving effort. We began the electronic solicitation (internet) of membership renewals using the new and improved capability our CONVIO system gives us. This will save ROA a significant part of the costs it presently has to pay to external vendors who manage the current surface mail process for us. For those renewing members who lack internet capability we will bring that part of our membership renewal solicitations in-house and manage the direct mail process ourselves utilizing ROA's owned bulk mail processing gear. These actions conserve the resources ROA entrusts to us and permits us harness our internal office technology to make our Member Services section more productive, efficient and better able to deliver Customer Satisfaction.

In the member retention and recruitment area we remained focused on the strategically important end-strength "equilibrium point" of 75% Term Member retention and 3,600 new joins per year. For this last year we are on pace to attain/retain approximately 3,000 members. Part of this is being driven by an almost 100% increase in the join rate for newly commissioned officers, a key demographic for ROA. Term Member retention at a constant 75% rate will always remain a management challenge for both ROA National and the Departments and Chapters that are closest to our renewing members. Presently ROA Term Member retention is at 61% with 44 of our 55 Departments at or above ROA's national Term Member retention rate and 21 Departments have attained a 75% Term Member Retention average. Unfortunately ROA's 10 largest Departments account for a disproportionate influence on Term Member retention – 48% of our end-strength. This is a reduction in performance from the prior years – 68% ROA Term Member retention rate.

The vacant recruiter contractor position of Western Region Member Services Director was filled effective September 2009 by LTC Joan Boose, USAR (Ret.). Our National Regional Member Services Directors, of which we have 4, continue to account for the majority of new members recruited to ROA membership. In early 2009 the Executive Director authorized a change in the recruiting incentive bonus schedule these recruiters have in their professional services contracts. This new schedule became effective in late April and now includes an incentive for retention of Term Members who are not just in a lapsed member category. This change has shown to be effective in driving the retained member percentage higher. Our cost to serve analysis shows that these paid contractors deliver sufficient new members to cover their costs and remain a productive use of ROA resources. They presently account for approximately 60% of new members recruited and approximately 40% of Term members who commit to renew their memberships with ROA.

Member Services continues to provide detailed Monthly Reports to all Department Presidents, Secretaries and Treasurers as to their new joins, renewing Term members and lapsed members. This is sent in a ready to use e-file, complete with contact information on all their members affected in the current month. This provides each Department with an easy to use format and

enables them to engage in the retention effort at the important grassroots level. This is a vital task if ROA is to stabilize its membership base.

Member Services functioned as the Staff Liaison to BDS Actuarial Services in the now completed study of ROA's Life Membership Trust. A complete report, with recommended Courses of Action from the Executive Director, plus individual copies of the actuarial study was presented to all ExCom members at the fall 2009 ExCom meeting held at the MMB. Several initiatives relating to C&BL changes or amendments are linked to the implementation of actions recommended by the ROA actuaries – BDS. These actions in the form required were coordinated and formatted by the National Staff and sent forward to the C&BL Committee in a timely manner, such that they may be acted on by the general membership at the February 2010 National Convention.

In the International Programs section, (CIOR/CIOMR and UPORFA) ROA leaders continue to emphasize the identification of “military value” and professional development for our members and other constituents for whom ROA is the chief U.S. representative. Greater emphasis and success on securing the participation by younger, serving Reserve officers is clearly being seen in these international programs. We have also identified a clearer budgeting process and a more realistic funding level for these activities. For this year, member participation in both CIOR/CIOMR and UPORFA generated favorable registration income variances in excess of \$10,000. These funds were re-applied in direct support of these programs to reduce ROA's overall costs of participation in these popular member activities.

For *The Officer* magazine, our cost take-out initiative was successful. ROA is also seeing in the co-mail process a more favorable delivery method that minimizes in-transit damage and loss. We feel this has resulted in greater member satisfaction. ROA was very successful in its printer Request for Proposal (RFP) initiative and captured significant real cash savings in the printing of *The Officer* magazine. Brown Printing is our new vendor for this multi-year contract.

As the year concluded, Member Services positioned itself to work even more closely with both the Membership and the Department and Chapter Development Committees. Following the request of the ROA National President that these two Committees work together to focus on the prime membership issue of Term member retention. ROA Member Services has developed a “straw-man proposal” that has been presented to both Committees for their input, feed-back and recommendations on a method to transform the current Department rebate program to better focus it on recruiting and retention of members.

## Communications: David Small

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- Talking Point
  - ◇ “The Reserve Officers Association is the professional association for all uniformed services of the United States. Chartered by Congress and in existence since 1922, ROA advises and educates the Congress, the President and the American People on issues of national security, with unique expertise on Reserve issues.”
- ROA Blog
  - ◇ As ROA attempts to attract younger, currently serving officers, it began participating in more online forums. Today’s generation wants a voice to speak out on issues that touch them. An ROA blog was established to provide such a venue for currently serving Reservists to respond to our positions, creating an interaction that could lead to ROA membership or enhance retention. This blog allows a venue for ROA staff and members to comment on all of the news articles it currently distributes, attaching its stated position. Web address is [www.roa.org/blog](http://www.roa.org/blog).
- Junior Officer Outreach
  - ◇ In an effort to reach and retain currently serving junior officers, ROA began an initiative to incorporate social networking into its communication program. We have established and continue to promote our presence on various “Web 2.0” sites highlighting events, images and information. These efforts are intended to create a viral online buzz for ROA, helping reach our intended audiences through non-traditional means. This effort also fills a much needed void in ROA member networking capabilities. It also established a communication plan through an outside contractor, Potomac Communications Group, who conducted a young member survey. Status of ROA Web 2.0 activity:
    - ~ ROA on Facebook: Approximately 680 members in our group and 550 fans. Began Communicating to all with advocacy requests (write to Congress, etc.). Here, you can connect with people of similar interest, join discussion groups on topics germane to Citizen Warriors, be invited to our many Defense Education or National Events, view online photo albums and be apprised of offers and deals to our members. Of particular interest is our ability in our facebook fan page to have information show up in people’s news feeds.
    - ~ ROA on LinkedIn: 170 members. Here you can connect to other ROA professionals for career advice, participate in discussions and be apprised of news pertinent to Citizen Warriors. Of particular interest is our jobs forum here.
    - ~ ROA on Twitter: 650 followers; Began Tweeting from DEF Events and conferences such as AFA and AUSA. Here you can be apprised of fast breaking news blips and see what ROA is doing on a daily basis to Advocate and Educate the needs of Citizen Warriors. Our handle is @ReserveOfficer. Of particular interest is ROA’s posting of our twitter feed on our homepage, making our page a dynamic resource for information.
    - ~ ROA on YouTube & Flickr: Here you can view videos and photos from ROA events.
    - ~ Share ROA stories from our own website: Help spread the word for ROA from our own website to your social networks by clicking the new share button in the upper right corner of any page on the ROA website.

- Online Communications
  - ◇ ROA's online database, Convio, has seen increased use this year as ROA makes better use of online viral campaigns. The definition of a viral campaign is an electronic product ROA sends out that is meant to be forwarded, expanding our communication reach. Some of the campaigns ROA conducted this year included holiday greeting cards and a new Servicemembers Law Center newsletter, which both saw donations as a result of their deliverance. ROA also implemented online member renewals with a viral component asking members to tell their friends of their ROA participation.
  - ◇ On the website, improvements this year included:
    - ~ New E-Commerce Site offering discounts to members
    - ~ Advertising
    - ~ Establishment of an online Servicemembers Law Center
    - ~ Topical Landing Pages for advocacy positions
    - ~ A refined search engine.
    - ~ Frequently asked questions page
    - ~ Streamlined front page with "photo of the week"
    - ~ Online Suggestion Box for members only
    - ~ Twitter and Service RSS news feeds direct to website
    - ~ Revamped Benefits Page
    - ~ Expanded donor opportunities (Individual donor program donation pages such as those for Sustaining member and law center) including the ability to dedicate donations and print out honor certificates.
    - ~ New Education Resource Center with access to expanded affinity partners
    - ~ Online forums for members to discuss pertinent issues such as direct voting and dues increase.
    - ~ Expanded promotion of Law Review and Servicemembers Law Center by posting online only law reviews that do not appear in the published magazine, but are promoted in eblasts and on the website.
- Intersect Newsletter
  - ◇ In an effort to become an information resource to members and other audiences, ROA contracted with a newsclipping service to create an online "early bird" news resource. ROA staff members have editorial authority over this product, but distribution and content is handled by a contractor (Multiview). In 2010, ROA expects this newsletter to be a revenue generating resource as well through advertisement sales.
- Electronic Newsletter
  - ◇ ROA continues to get positive feedback on our electronic newsletter, however it should be noted that of the 65,000+ ROA members, ROA only has about 14,000 "good" member email addresses, so electronic information distribution remains a challenge. To assist this challenge, ROA plans to "append" its email list through a contracted service with access to national email databases. ROA improved this product this year by including photos and links to the blog for more in depth information on a topic.
- Ongoing Communications Plans
  - ◇ The following are current communications plans.

- ~ Top 10 legislative priorities: ROA has a number of legislative alerts and calls to action right now. View ROA's priorities, ask questions and direct your audiences to take action at: [www.roa.org/advocate](http://www.roa.org/advocate)
  - ~ Culture of Philanthropy: Part of this campaign is ROA's new annual giving program. This program is part of our resource development and will need your support in advertising the campaign. This includes our sustaining member plan.
  - ~ Membership Benefits: ROA has a renewed effort to show the personal benefit of being an ROA member. While ROA is not a "member benefits" organization, some of the resources available to members have not historically been marketed well. Please visit [www.roa.org/benefits](http://www.roa.org/benefits) for more info. ROA is making this effort now because it has recently signed agreements with new travel, shopping and credit card affinity partners offering travel benefits.
  - ~ Change for a 21st Century ROA: A campaign plan to promote the necessary changes in ROA governance, structure and activity to modernize ROA for those who will follow us in the future. Products of this plan are now branded with the "bulls-eye" as noted in the November magazine.
  - ~ 2010 Communication Plan: Updated the annual Strategic Communication Plan with new themes and messages and Communications Tactics.
  - ~ Young Member Outreach: Coordinated with Potomac Communications Group to create and execute a young member outreach plan helping generate buzz among that segment of our audience and attempt to increase membership.
  - ~ 60<sup>th</sup> Anniversary of the Charter: Executing a communications plan regarding the 60<sup>th</sup> anniversary of the charter in June. This plan requires multiple Dept/Chapter actions for which a guide will be coming out at convention.
- Magazine Printing Contract
    - ◇ ROA recently signed a new magazine contract with Brown Printing. It will begin publishing *The Officer* every other month for 6 issues a year. To augment the 6-month plan, ROA is currently researching options for an online magazine presence. This plan will save ROA further expenses, but will increase the workload on the contracted editorial staff. Highlights of the new contract are as follows:
      - ~ Quoted at appx. \$10K less per issue than currently spending: An average magazine will cost about \$20K/issue for printing with the new contract.
      - ~ CPI capped at 3% allowing us for a static budget for the next 3 years.
      - ~ \$5,000 signing bonus which will show up as a credit on our account.
      - ~ Guaranteed 8% co-mail savings from regular postal rates.
  - Online Magazine
    - ◇ ROA has a number of courses of action under consideration for the online magazine. Currently, portions of *The Officer* are posted to ROA's website. ROA intends to brand a separate website for *The Officer Online* and are mapping out what its content, schedule and editorial process will be. This online magazine will supplement the printed magazine at a much lower cost given the reduced number of issues this coming fiscal year. The staff is also looking into options with our printer for producing a digital edition of the printed *The Officer* as well to supplement it for our virtual and deployed members. This product's expected ad revenue will cover its cost.

- Press Room
  - ◇ Please visit the press room at [www.roa.org/pressroom](http://www.roa.org/pressroom) for updates on press activity. Of note, recently posted is the ROA 101 briefing for generic audiences.
- Media Relations
  - ◇ ROA has re-established itself as the go-to resource on Reserve matters with the media, being quoted by or consulted with for stories this past year in the Military Times, The Washington Post, Washington Times, St. Petersburg Times, and numerous other regional print outlets. This effort has been aided by our beefed up Hometown News Release program which is now online, and the establishment of the Servicemembers Law Center as a resource. Staff has also beefed up radio outreach, having done radio interviews with nationally syndicated radio shows this year. ROA also represented an advocacy position it maintains during a live studio audience opportunity with Defense News TV.
- Mailed Newsletter
  - ◇ ROA staff is in the planning stages to develop a newsletter that will complement the mailed version of the magazine. With the online magazine and this, the overall communication budget will be reduced significantly. The Content of this newsletter will be all of the member oriented information that will be removed from the printed magazine as the magazine size and frequency reduces for budgetary reasons. This newsletter will supplement and replace current member communications. The first edition of the newsletter will occur in April.
- Annual Video
  - ◇ Previously, ROA produced an annual “View from the Hill” video for use at Department meetings. This product will no longer be produced.
- Annual Calendar
  - ◇ Because Barton Cotton, ROA’s direct mail distributor, went out of business, ROA ceased sending promotional material such as calendars, labels etc. with donation requests and began its sustaining member program. As the same time, ROA ceased its annual photo competition and did not produce a calendar. While some members voiced displeasure over a lack of a calendar, ROA does not have the means to produce one without a direct mail partner.

## Resource Development: Richard Thralls

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- Sustaining Member Program
  - ◇ With the launch of ROA's new Sustaining Member Program in 2009, the association has begun a program of Annual Giving that represents a most important step in improving the liquidity and day-to-day financial posture of the association. Punctuated by a "first look" at the National Convention in Orlando, the program has been extremely well received by ROA members with the number of participants growing daily. With a theme of "Making a Difference for Citizen Warriors" the gifting levels were defined as Partners, Patrons, Presidents Circle, and Philanthropists and each participant receives a Fulfillment Package highlighted by the appropriate lapel pin. ROA members are to be thanked for their generosity with the average gift of slightly over \$80.00 – which is substantially above the national average.
  - ◇ The Sustaining Member program replaces the multiple premium based mailings of ROA's longtime direct mail vendor Barton-Cotton that declared bankruptcy in February of 2009. Contributing members will no longer be saturated with repeat mailings and unwanted premiums as in the past. Although it will take time to grow the donor base for this program, it represents an important step in the evolution of the association's development efforts. Further, there is no middle man in the Sustaining Member Program resulting in the complete revenue utilization speaking to absolute stewardship and transparency of donor dollars.
  - ◇ Outcomes of this program include the following:
    - ~ Operating revenue is being enhanced by this program.
    - ~ Direct mail data base analysis continues to provide us with a "feel" that will serve as a basis for future direct mail efforts.
    - ~ Mailing based dialogue with members – both written and verbal opens up a new channel of direct communications with members.
    - ~ ROA has demonstrated that we have the capability to market a direct mail effort efficiently under our own leadership.
    - ~ Significant new support is being derived from On-Line Giving as a by-product of the mailing.
    - ~ Current response performance will serve as a roadmap for future mailings and also act as a tool for income projections.
    - ~ The bar code technology developed for this initiative to post responses has proven successful, improving record keeping, while negating the need for additional staff to process returns.
- ROA Memorial Endowment Trust
  - ◇ ROA's Memorial Endowment Trust under the leadership of Capt Mike Nolan, Chairman, continues to make inroads into developing the ROA endowment into an effective hedge for the future fiscal needs of the association. Bequests to the association are increasing, and the Memorial Endowment Trust recently attracted a large tribute gift from a family foundation in the amount of \$100,000.00. The endowment carefully monitors and documents progress, and is currently focusing on a systematic effort to make personal contacts to targeted prospects across the nation.

- Additional Programs
  - ◇ Early 2010 will see the rollout of a completely new and more usable Planned Giving website.
  - ◇ Additional Resource Development programs include: E-Philanthropy, Wall of Gold, ROA First Retirement Check Program, Major Gifts Development, Foundations Development, and Naming Tribute Opportunities. These programs comprise a comprehensive development effort designed to position the association for a well diversified development posture.
  - ◇ The overall fundraising landscape is extremely challenging, with associations everywhere carefully examining their revenue capabilities and liquidity. ROA is taking decisive measures to posture Resource Development efforts to meet the financial challenges both now and in the future.

## Industry Relations: Lani Burnett

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- STARS

- ◇ Since its launch in January 2004, ROA STARS relationships continue to be strengthened and are proving to have a positive impact on the Reserve Officers Association financially.
- ◇ During 2009, we had a 90% renewal rate and added four (4) partners to the roll. Currently, there are sixteen companies participating in the program. They are:

**3-STAR (\$12,500/yr)**

- Northrop Grumman
- TriWest Healthcare Alliance
- USAA

**2-STAR (\$5,000/yr)**

- SAIC
- Booz Allen Hamilton
- Lockheed Martin
- Boeing
- Graduate Management Admission Council
- Raytheon

**1-STAR (\$2,500/yr)**

- DRS Technologies
- The Wexford Group
- Logistics Management Resources, Inc.
- Daimler Trucks North America
- Bonner & Associates
- Delta Dental
- Humana Military Health Services

- ◇ Meet the Chiefs, an annual event held at the MMB where STARS and Reserve Component leaders meet to freely discuss and articulate equipment needs, equipment capabilities and opportunities, and views on policy and legislative matters, is an event industry STARS partners would like to see continued.
  - ◇ Feedback from one of our partners sums up the overall opinion. When asked what ROA could do better, the answer was, "Nothing from ROA standpoint. I believe this event will hit its stride when the Chiefs embrace it as a forum to reveal their unfunded requirements list, etc, in order to shape our legislative plans. We are all friends and want to help; it's an opportunity for them to drive the train a little."
- 2009 Mid-Winter Reserve Component Expo
    - ◇ The Expo continues to be a profit-center for the Association but did experience a slight decrease in revenue from 2008. Net revenue from 2009 Expo booth sales was \$100,565. Sponsorship and advertising revenue (\$14,510) exceeded budget projection of \$12,000.
    - ◇ ROA realized a savings of more than \$10,000 for various reciprocity agreements, e.g. booth swap with AUSA and AMSUS and in-kind arrangements.
    - ◇ 85 companies and organizations participated in the Expo and staffed more than 100 booths. State of the art weapons and training systems, career counseling and health screenings, education and professional development opportunities, and the latest technologies, were among the products and services available to attendees.
    - ◇ This year, we added a coffee break and a fast-food lunch for attendees to draw more traffic into the exhibit hall. Our efforts were successful and exhibitors noted the increased traffic. Our ability to provide these events was funded by sponsors.

- National Convention Exhibits
  - ◇ ROA and 22 other companies and organizations showcased their products and services during the National Convention in Orlando, FL. Booth prices were established to cover production costs; incoming revenue was projected at \$10,000. Total revenue generated for booth sales was \$10,800 which covered \$4,536.24 in expenses.
  - ◇ An additional \$16,520 was secured from industry sponsors.
- Advertising
  - ◇ Ad sales for CY09 totaled \$175, 637.50. This represents a slight increase of \$5,220.18 over CY08 advertising revenue (\$170,417.32.)

## **Servicemembers' Law Center: Sam Wright**

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On June 1, 2009, the Reserve Officers Association (ROA) established the Service Members Law Center (SMLC), with Captain Samuel F. Wright, JAGC, USN (Ret.) as the SMLC's first director.

The SMLC is building upon the "Law Review" column that Captain Wright established for ROA in 1997, for ROA's magazine and website. We invite your attention to [www.roa.org/law\\_review](http://www.roa.org/law_review). You will find more than 600 articles, mostly by Captain Wright, about the Uniformed Services Employment and Reemployment Rights Act (USERRA), the Servicemembers Civil Relief Act (SCRA), the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), and other laws that are particularly pertinent to those who serve in our nation's armed forces. We added 49 new articles between June 1 and December 31, 2009, and we continue to add about five new articles per month. A detailed subject index will help you find articles about very specific topics, especially relating to USERRA.

Captain Wright answers questions that come in by e-mail and telephone from National Guard and Reserve members, civilian employers and HR professionals, attorneys, ESGR staff and volunteers, federal and state legislators and legislative staffers, reporters and others. Between June 1 and December 31, 2009, Captain Wright responded to 1,351 requests for information about military-legal issues.

During 2009, Captain Wright spoke about USERRA to the New Jersey Bar Association in New Brunswick, NJ, and to AMSUS (the Society of Federal Health Agencies) in St. Louis, MO. He has several more training sessions scheduled in 2010.

The Servicemembers Law Center is directly relevant to ROA's campaign to attract members among currently serving Reserve Component (RC) officers. Since the terrorist attacks of September 11, 2001, the RC has been transformed from a strategic reserve (available for recall only in a major worldwide conflagration) to an operational reserve (routinely called up for operations in Iraq, Afghanistan, and elsewhere). With this transformation has come an unprecedented burden on the individual RC member, his or her family, and his or her relationship with the civilian employer.

Today's serving RC officers need ROA and the Servicemembers Law Center. This is exactly the kind of information and service that ROA needs to provide to make it useful and relevant to the serving officers of today and tomorrow.

# ROA Headquarters Directory

**Air Force Affairs** ..... David Small (719)  
 Assistant..... Linda Cooper (720)  
**Army Affairs** ..... Bob Feidler (717)  
 Assistant..... Linda Cooper (720)  
**Awards (National)** ..... Linda Cooper (720)  
**Building Manager**..... Alfred Hull (742)  
**Business Relations**..... Lani Burnett (758)  
 Administrative Assistant..... Meaghan Callahan (711)  
**Cards/Calendar** ..... Col Will Holahan (727)  
**CIOR/CIOMR** ..... Col Will Holahan (727)  
**Civilian Patriots Program** ..... Richard Thralls (721)  
**Communications**..... David Small (719)  
 Communications Assistant..... Andrew Gonyea (714)  
**Constitution & Bylaws** ..... CAPT Marshall Hanson (713)  
**Contributions**..... Richard Thralls (721)  
**Convention**..... Erika Interiano (734)  
**Defense Education Forum**..... Bob Feidler (717)  
 Deputy Director..... Keith Weller (718)  
**Deputy Executive Director** ..... MG David Bockel (705)  
 Administrative Assistant..... Meaghan Callahan (711)  
**E-Commerce** ..... Col Will Holahan (727)  
**Endowment**..... Richard Thralls (721)  
**Executive Director (Acting)**..... MG David Bockel (701)  
 Manager, Executive Services..... Diane Markham (706)  
**Exhibits** ..... Lani Burnett (758)  
**Finance & Accounting** ..... Laura Seiders (725)  
 Accounts Payable/Receivable..... Lisa Childress (723)  
 Cash Receipts ..... Angie Kendricks (724)  
 Payroll ..... Lisa Childress (723)  
**Graphics Director** ..... Kelly Matthews (707)  
**Health/Medical Affairs** ..... CAPT Marshall Hanson (713)  
**HJR Scholarship** ..... Will Holahan (727)  
**Human Resources** ..... Lani Burnett (758)  
**Industry Affairs**..... Lani Burnett (758)  
**Information Technology** ..... Kevin Jones (716)

**Insurance** ..... MG David Bockel (705)  
 Marsh Affinity Group Services ..... 800-247-7988  
**Legislation and Military Policy**..... CAPT Marshall Hanson (713)  
**Magazine**  
 Advertising..... Lani Burnett (758)  
 Editor ..... Eric Minton (709)  
 National Security Report ..... Eric Minton (709)  
 Subscriptions..... Teresa Grant (732)  
 Mailroom ..... Alfred Hull (742)  
 Meetings/Events..... Erika Interiano (734)  
 Member Services ..... Col Will Holahan (727)  
 Deputy Director ..... COL Stan Remer (729)  
 Deceased Members ..... Tracey Ware (733)  
 Department/Chapter Elections/Activity ..... Richard Booth (730)  
 Roster Requests ..... Tracey Ware (733)  
 Life Members ..... Tracey Ware (733)  
 Membership Cards ..... Richard Booth (731)  
 Member Payment/File Maintenance ..... Teresa Grant (732)  
 Recruiting/Retention ..... COL Stan Remer (729)  
 Renewal Notices..... Tracey Ware (733)  
 ROMR..... Tracey Ware (733)  
**Merchandise** ..... American Soldier Apparel (866) 255-5001  
**Naval Services Affairs** ..... CAPT Marshall Hanson (713)  
 Assistant..... Elizabeth Cochran (743)  
**Personnel (ROA HQ)**..... Lani Burnett (758)  
**Resource Development**..... Richard Thralls (721)  
 Development Assistant..... Linda Cooper (720)  
**ROAL** ..... Tracey Ware (733)  
**ROTC** ..... Richard Booth (731)  
**Top of the Hill**..... Mark Lee (755)  
**TRICARE** ..... CAPT Marshall Hanson (710)  
**Wall of Gold**..... Richard Thralls (721)  
**Website** ..... Kelly Matthews (707)  
**Weekly Email**..... David Small (713)