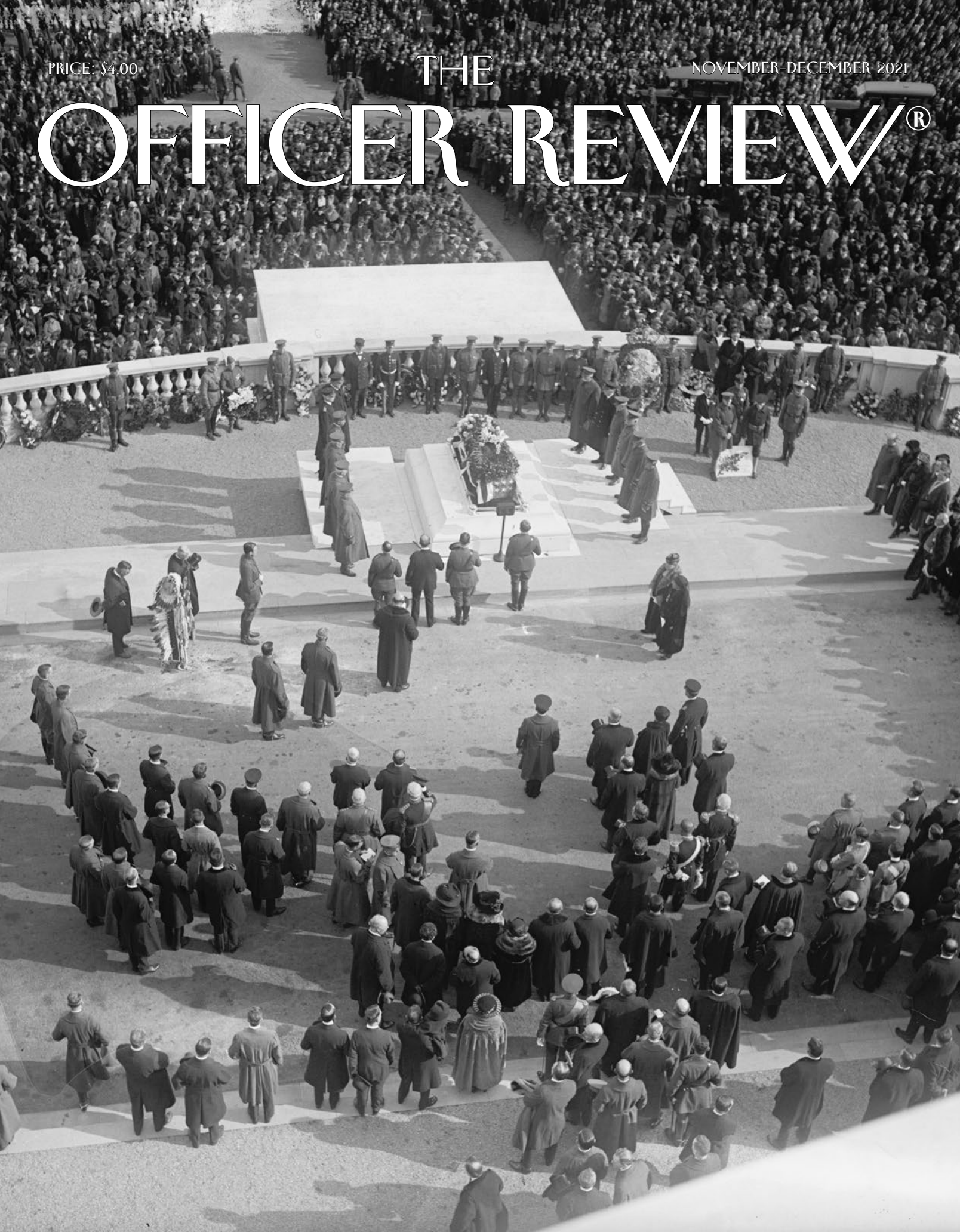


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THE

NOVEMBER-DECEMBER 2021

OFFICER REVIEW®





PERSONAL COMMUNICATION IS THE KEY

Dear Companions:

The SVCINC/VCINCs, Chief of Staff and all region commanders met recently at a virtual Top-8 & Region Commanders meeting during which we discussed the recently performed chapter assessments. The purpose of these chapter assessments is to identify opportunities and challenges faced by chapters in their various regions and to create action plans that address these challenges and capitalize on the opportunities. The goal of the chapter assessments and action plans is to help chapters create an environment in which they can be successful, and which will result in a viable and sustainable chapter. This process is designed to help, not hinder chapters.

Companions have heard me stress the necessity of addressing foundational aspects of a successful chapter: meeting, communicating, leadership succession planning and, ultimately recruiting. This recent meeting highlighted one aspect of communications that our Order is incompletely fulfilling. While many chapters communicate with fellow Companions by distributing emails, bulletins and newsletters, our most successful chapters take the next step required for successful communication by personally reaching out to non-respondent, non-participating Companions with a phone call or a personal visit. The result: more Companions come to chapter meetings and participate in chapter activities and outreach programs, resulting in more Companions doing the work. This leads to chapters with healthy leadership succession plans and increased recruitment. One key to success in chapters is the old English proverb “many hands make light work.”

“Lost” Companions joined the Order once because the mission of the MOWW spoke to their need to serve others. Reach out to these Companions by phone or a visit to remind them of what the Order continues to do to serve our communities, foster youth patriotic education, promote national interests, and recognize those that defend and protect our nation and its citizens. Chapters need to re-invite and re-recruit these “lost” Companions. Increasing the critical mass of Companions within a chapter will allow chapters to function and recruit more robustly for the good of the Order.

Sincerely,

LTC (DR) MICHAEL A. OKIN, USA (Retired)
Commander-in-Chief, MOWW & CEO, MOWW, Inc

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ON THE COVER

One hundred years ago, on 11 November 1921, three years to the day after the armistice that ended World War I, President Warren G. Harding presided over the dedication of the

Tomb of the Unknown Soldier in Arlington National Cemetery. Source: *Burial of an Unknown soldier, 11/9/21. , 1921. [11 November] Photograph. <https://www.loc.gov/item/2016845793/>.*



COLONEL GRAZEBROOK & OPERATION ECLIPSE

LT COL SHELDON A. GOLDBERG, PH.D., USAF (RET)
GEN MEADE CHAPTER, MD

In mid-1943, two years before World War II ended and long before the invasion of Europe, the Allies knew that victory would be theirs, that Germany would lose the war. The question that remained, however, was how to ensure that what happened after World War I would not repeat itself. Consequently, Germany was to be fully demilitarized “for decades to come.” The following is about a plan, spearheaded by a then British colonel with little guidance from either Washington or London, but which incorporated the historical experience of Allied officers who had fought in World War I and who had dealt with Germany in the immediate post-World War I period. This plan was Operation Eclipse.

Events Leading up to Operation Eclipse

Disarming Germany after World War II involved much more than simply collecting the weapons of its surrendering soldiers, sailors, and airmen. It also involved ridding Germany of the militarism that all believed was ingrained in the German psyche, which thus made Hitler inevitable. Only then could Germany once again be a productive and peaceful neighbor in Europe. Consequently, the total demilitarization of Germany, a goal never imposed on any other nation, became a major undertaking.

The agencies involved on both sides of the Atlantic often found themselves subjected to interdepartmental rivalries and tensions, a lack of guidance and, in the case of the United States, presidential indecisiveness. Thus, the initial plans for the demilitarization of Germany were initiated by COSSAC, the Chief of Staff to the Supreme Allied Commander—an organization established to prepare for the appointment of a Supreme Allied Commander for the European theater—under the direction of Lieutenant General Sir Frederick E. Morgan (UK), then Chief of Staff before General of the Army Dwight D. Eisenhower’s arrival as Supreme Allied Commander, Europe (SACEUR).²

To tackle the question of how Germany should be treated after victory, the British war cabinet

created a Post-Hostilities Committee under COSSAC in July 1943, which was to “prepare drafts of documents...required in connection with the formal suspension of hostilities...and to submit plans for the enforcement of such instruments by armistice and disarmament commissions...”³

It was not until 1 January 1944, the same day that the Supreme Headquarters Allied Expeditionary Force (SHAEF) came into being, that the newly promoted Colonel Tom Neville Grazebrook reported for duty. The promotion followed eight months in combat as the Commander, 6th Royal Inniskilling Fusiliers, in North Africa and Sicily, where his battalion’s capture of the key town of Centuripe prompted the Germans from Sicily and earned him the Distinguished Service Order, and finally Italy. He was pleased with his promotion, but disappointed that his new position as Colonel, Staff Duties, would put him back in the staff groove again.⁴

Neville’s Arrival



British Army
Brigadier
Tom Neville
Grazebrook
1904-1967

Two weeks after his arrival, Neville (he preferred “Neville” as his father was also named Tom) went to see Major General Charles West (UK), Assistant Chief of Staff, Plans and Operations (G-3), to explain that there was not enough work for both him and his General Staff Officer¹ and that he, preferably, should leave.

General West agreed regarding the work but not the leaving. West said that he had an idea. “No one had so far given any thought to the military problem that would exist should Germany collapse or be defeated.” West asked what should be done to disarm and demobilize her armies, stamp out Nazism, and occupy the country, among others?

General West’s comments reflected his thoughts on the gaps in Operation RANKIN ‘C,’ the initial COSSAC plan to occupy Germany that he had earlier presented to General Morgan. He then gave Neville *carte blanche* to consider what problems

Right: Third page of the German Instrument of Surrender of 8 May 1945, signed at Berlin, Germany. This is the unconditional surrender of all German Forces to the Allied Expeditionary Force and the Supreme Allied Command of the Red Army, in which all German military operations would cease on 8 May 1945 at 2301 hours. It is signed by Generalfeldmarschall Wilhelm Keitel, Generaladmiral Hans-Georg von Friedeburg, and Generaloberst Hans-Jurgen Stumpff on behalf of the German High Command, Marshal Georgy Zhukov on behalf of the Supreme High Command of the Red Army, and Air Chief Marshal Arthur William Tedder on behalf of the Allied Expeditionary Force. Source: Series: Instruments of German Surrender, 5/4/1945–5/10/1945 Record Group 218: Records of the US Joint Chiefs of Staff, 1941–1977.

would need to be faced and to find solutions for them. Neville immediately followed through, creating a small, two-person staff, which soon became known as the Post-Hostilities Sub-Committee.⁵

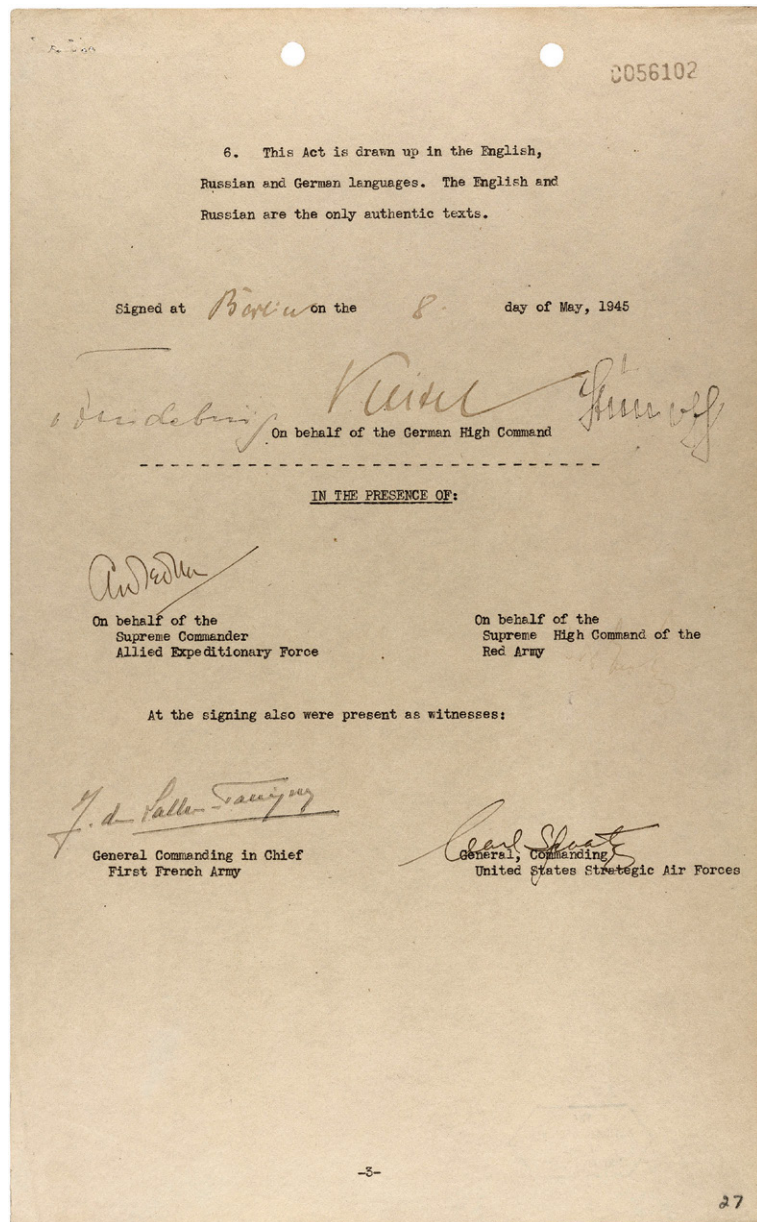
From the day he took on the Post-Hostilities position until the day he left SHAEF, Neville immersed himself in the task of fulfilling General West's charge. He quickly became aware that many US-UK government and military staffs were working on future post-war issues but that guidance from either government was sorely lacking. Neville's sub-committee would thus become the focal point from which needed guidance would be provided. SHAEF was simply too busy preparing for D-Day to give his Post Hostilities Sub-Committee much thought.⁶

Neville wasted little time. By 25 January 1944, he released an extremely detailed SHAEF paper, an amended disarmament study, which became the Primary Disarmament of the German Armed Forces, approved by SHAEF on 29 April 1944.⁷

Then, in May 1944, Operation RANKIN 'C,' COSSAC's first plan for continental operations, resurfaced. RANKIN was designed to be implemented in the event of a German collapse following the invasion, but it had been based on

false assumptions. On 31 May 1944, RANKIN was redesignated Operation TALISMAN and became part of Neville's staff portfolio along with drafts dealing with the control and disposal of German forces.⁸

In June 1944, Major General Harold Bull (US), who had replaced Major General West as Assistant Chief of Staff (G-3), wrote a memorandum reflecting an earlier memorandum Neville had written bemoaning the lack of guidance received regarding General Eisenhower's SACEUR responsibilities. The British had already created



a Control Commission Military Staff, and Bull's memorandum led Eisenhower to request the creation of the parallel US Control Commission. Later, seeing that there was no direct contact between these two commissions, Neville undertook to indoctrinate them and their staffs into the SHAEF way of thinking,⁹

On 9 July 1944, planning for Operation TALISMAN formally began and the outline plan was distributed as a directive in mid-August. Key to the new plan was the redefinition of surrender, which gave SACEUR flexibility when TALISMAN was implemented. Then, in early September, as Allied forces were preparing to enter Germany, Neville was authorized to issue several of the memoranda written for TALISMAN on a provisional basis. On 11 November, TALISMAN was renamed ECLIPSE.¹⁰

Under Neville's guidance, Operation ECLIPSE was broadened to include the disarming and control of paramilitary forces as well as the disarmament and disposal of German forces in Germany, the arrest of individuals on the blacklist, and the seizure and control of war matériel. When complete, ECLIPSE consisted of 17 memoranda, which were approved and disseminated from September 1944 to March 1945, and which included the Instrument of Surrender as Memorandum 1.

These memoranda, which were the result of studies either written by Neville, directed by him, or coordinated with other staffs, incorporated many of Neville's earlier statements. In addition, Neville advocated for the development of a Disarmament School to train cadres for the disarmament mission, which opened on 30 October 1944. He also suggested several of the school's syllabus topics.¹¹

The lack of guidance for SACEUR remained an issue, causing Neville to submit a series of papers to SHAEF's Deputy Chief of Staff in mid-October 1944. Those papers outlined the need for a senior officer to oversee post-hostility planning. His papers were approved. Neville then submitted another memo outlining how his recommendations should be executed and with whom coordination should occur. He even provided a list of key papers and matters that required further attention. Most

of these papers were incorporated into subsequent studies, occupation directives, and laws.¹²

On 22 March 1945, Neville learned that his chief, Brigadier Kenneth McLean, chief of the SHAEF joint planning staff, was leaving and that he, Neville, was the successor. This took Neville completely by surprise. He wrote that he "knew nothing about operational planning and surmised that since the war was almost over and plans for the advance into Germany were already made, the next step would be the implementation of ECLIPSE, of which he was part author and expert on the occupation of Germany, it was not worth bringing in a complete stranger." Five days later, on 27 March 1945, Neville was promoted to Brigadier and became chief of the SHAEF joint planning staff.¹³ Three months later, he was reassigned to the Secretariat of the Control Commission for Germany. His attachment to Operation ECLIPSE was over.¹⁴

Neville's Legacy

Following his tour on the Control Commission, during which he was honored by being made Commander of the Most Excellent Order of the British Empire (CBE), he continued his active service but in 1952, and after much thought, he turned down an offer of promotion to Major General and an assignment to Burma.¹⁵ Two more assignments followed, one with the Territorial Army and the other with HQ Western Command. Neville retired from active duty on 30 June 1958 and assumed the newly created retired officer position of Regimental Secretary to the Gloucestershire Regiment in Gloucester. He passed away on 24 August 1967.¹⁶

Written in 1947, Neville's Memoir was an account of the things that had happened to him and his many observations of things going on around him. As a result, whether it was modesty or purposeful intent, he wrote little about the things he personally did or directed to be done while he was Chief, Post-Hostilities Sub-Committee, and its subsequent iterations. Thus, his diary omits the significant contributions he made that had immense consequences.

That said, Neville's foresight, his "hands-on" approach to his duties, and his ability to oversee

coordination among the various national and service planning staffs resulted in the production of numerous papers, memos, and studies that were approved and implemented, with the most important being Operation ECLIPSE and its 17 Memoranda that led to the:

- Total and peaceful disarmament of the German military.
- Total, rapid, and peaceful demobilization of German prisoners of war.
- Total demilitarization of the Western Zones of Occupation that led undoubtably to the later creation of a democratically elected Federal Republic of Germany in 1949.
- Creation of the US Group Control Commission.
- Creation of the Disarmament School in April

1944 and the training of Disarmament Missions in May 1944.

Neville's modesty aside, he did, however, write that his early talk with General West was "a most interesting talk and possessed the great advantage that it was different from anything I had ever done before and that, in the early days at least, no one knew more about it than I did. I was the expert." ★

Acknowledgment This article would have been impossible to write without the kind assistance of Mr. Adrian Grazebrook, son of Brigadier Tom Neville Grazebrook, who provided the author with a copy of his father's unpublished War Memoir and shared his insights about his father through correspondence via telephone and email from his UK location.

¹ Gen Morgan was also tasked to prepare the initial plans for Operation Overlord, the Allied invasion of the continent.

² Author's Note See Acknowledgement

³ C.O.S. (43) 199 (Final), 25 July 1943. RG 331, Records of Allied Operational and Occupation Headquarters, World War II, Entry NM8/2, Box 115, Folder 388 Germany, Early Post Hostility Planning, Vol. I, National Archives and Records Administration, College Park MD.

⁴ *Memoir*, p. 172.

⁵ *Memoir*, p. 173. Depending on the source, this committee had several names. The most common were Post Hostilities Sub-Section and Post-Hostilities Sub-Committee. The latter is used in this article.

⁶ *Memoir*, p. 174.

⁷ Sheldon Goldberg, *From Disarmament to Rearmament: The Reversal of US Policy toward West Germany, 1946-1955*, Athens, Ohio University Press, 2017, p. 17. Hereafter *Disarmament*.

⁸ *Disarmament*, p. 29, and *Memoir*, p. 182.

⁹ *Memoir*, p. 178, and *Disarmament*, pp. 21-23.

¹⁰ *Disarmament*, pp. 29-31. On 30 October the 21st Army Group notified SHAEF that a captured German document indicated that the code name TALISMAN was compromised, hence its new name ECLIPSE.

¹¹ *Disarmament*, pp. 38-42, has a brief description of the key memoranda. A list of all the ECLIPSE Memoranda is at Appendix B, p. 187. See the section on the Disarmament School, pp. 44-47. Also, regarding the "blacklist" and the "military Caste," see Kathleen J. Nawyn, "Hard Centre of German Militarism: Military Government and the Wehrmacht's Elite Officers, 1945-1948," *Army History*, No. 77 (Fall 2010), pp. 20-30.

¹² *Disarmament*, p. 24.

¹³ *Memoir*, p. 199. British Army Officers 1939-1945, "G" indicates the promotion was on the 28th. https://www.unithistories.com/officers/Army_officers_G02.html

¹⁴ *Memoir*, pp. 219, 221.

¹⁵ Neville and his wife debated this offer deeply before coming to a decision. Neville said he had spent all but five years of the past twenty either in war or abroad. He was now 48 years old and had recently become a father again. It was time for family. Correspondence with Adrian Grazebrook.

¹⁶ British Army Officers, 1939-1945, "G."

¹⁷ By late June 1945, over six million Germans had surrendered. By mid-1946 more than eight million prisoners were discharged except those deemed war criminals. In early 1948, the Allied Control Commission reported to the Council of Foreign Ministers that as of mid-1947, the Western Zones of Occupation were effectively disarmed and demilitarized. *Disarmament*, p. 29, 47, 48. Contrast this with the tragic outcome of what happened in Iraq following the U.S. invasion in 2003. See Kenneth O. McCreedy, *Waging Peace: Operations ECLIPSE I and II—Some Implications for Future Operations*, U.S. Army War College, Carlisle Barracks, Pennsylvania 17013, March 2004

¹⁸ *Disarmament*, pp. 44-47.

¹⁹ *Memoir*, p. 173.



THE US FACES THREATS OF POLITICAL VIOLENCE

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 CHAIR, HOMELAND SECURITY
 COMMANDER, MAJ GEN WADE CHAPTER, DC



An FBI wanted poster is displayed at a bus stop near the US Capitol. Source: Gamal Diab/EPA

All three, according to the Network Contagion Research Institute (NCRI) at Rutgers University, share similar characteristics, including apocalyptic beliefs matched with utopian thinking (e.g., “all we have to do is kill our enemies and the utopia will appear”), narratives supporting martyrdom for the cause, having organized armed militia, and having “highly strategic” publicity,

The seditious attack on the US Capitol on 6 January 2021 made clear the US is facing a serious and ongoing threat of political violence. We know of five deaths on scene. For injuries, the Capitol Police union reports close to 140 injured officers, including brain injuries, cracked ribs, smashed spinal discs, a lost eye, and an officer stabbed with a metal fence stake (Villarreal, 2021). We do not yet know the extent of attacker, protester, and bystander injuries.

Today, we are facing not one politically violent movement, but three. All are loosely organized (to the point of being “leaderless” in some cases) but still potent violent extremist movements being enabled online through social media. They are, according to the Network Contagion Research Institute at Rutgers University (Finkelstein et al., 2020):

- Jihadist groups, such as Daesh (also known as ISIS).
- Right-wing extremist groups, most notably Boogaloo networks (White Supremacist / Neo-Nazi).
- Left-wing extremist groups, most notably Anarcho-Socialist networks.

recruiting, and operational security measures, to include using largely unknown and/or restricted online communications.

There are several ways that Companions can help defend against this triple threat, both for themselves and to educate others. The first is to understand potential signs of attack plots underway and to report them to authorities, in line with the US Department of Homeland Security’s “See Something, Say Something” campaign. The second is to protect yourself and others from unwittingly allying with violent extremists. The third is knowing what to do in case you are caught up in a violent attack, which in recent years has mostly come from active shootings (USAfacts, 2020).

First, for “See Something, Say Something,” the most important “something” to report is leakage. These are admissions by someone in person or online that they are actively planning for an attack, and are divided into intent and action:

- Intent reflects someone’s motivation to conduct

an attack - that they are enraged enough about someone to warrant attacking them violently - as well as that it is legitimate to conduct the attack.

- Action reflects what someone is doing to prepare for an attack. Examples have included would-be attackers describing or showing:
 - Purchasing or stealing new guns and ammunition for an attack.
 - Conducting site surveillance (which increasingly is done online with “virtual walkthroughs”).
 - Conducting detailed studies of how to conduct a specific attack and/or maximize casualties.
 - Conducting training and rehearsals for an attack.
 - Traveling, or purchasing tickets and making plans to travel, to get paramilitary training for a violent cause.
 - Traveling, or purchasing tickets and making plans to travel, to go to an attack site to conduct an attack.

Like most everything else, the above warning signs are increasingly being posted online, via social media.

The FBI, National Counterterrorism Center, and DHS have prepared a booklet on indicators of violent extremist mobilization (Federal Bureau of Investigation et al., 2019) that is available online; it was intended primarily for foreign-supported Jihadist terror groups, but the bulk of the indicators work for all causes. My own research (for example, Strom et al., 2016) also provides more detail on indicators of plots, how we have foiled them successfully, and what went wrong when we did not.

As to where to report potential signs of impending violence: report them to your local authorities, state investigators and/or the FBI (via tips.fbi.gov). If you learn of an imminent attack, call 911 directly to get an immediate response.

Most interventions with those reported to be potentially plotting violent attacks are wellness checks and discussions to deter them from going through with attacks, not arrests. It is unlikely that the result of reporting people you know will lead to their prosecution, unless there are strong signs that they pose an imminent danger or are otherwise openly engaging in serious criminal activity. When you have major concerns, err on the side of reporting—in my research, we found that the highest casualty attacks tended to be preceded by

some sort of breakdown in which vital clues either were not reported or not properly followed up.

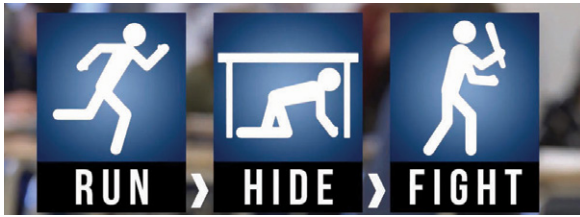
Second, take measures to protect oneself and others from unknowingly being drawn into violent extremist networks. Companions need to be aware that extremist groups are actively trying to draw the politically angry and despairing into their ranks (see, for example, Daniels, 2021 for general “soft power” strategies by extremists and Collins, 2021, for White Supremacist recruiting of QAnon adherents).

Recruiting efforts, as well as possible major physical danger, starts at protests and rallies. If there are people dressed in full battlefield, riot gear, all black concealing garb, and/or brandishing weapons at a supposedly “peaceful” protest or rally, there is something wrong. If there are people carrying flags with symbols that look like they were inspired by Nazi symbology, they probably are—and that is a “red flag.” If there are people preparing Molotov cocktails or otherwise discussing their plans to conduct violent attacks during the protest, it is time to flee the scene and call law enforcement.

Recruiting and other influence operations, as well as open threats, are more common online, via a wide range of social media. Again, displays of known extremist symbols, flags, and memes are reason for concern. Being asked to read major extremist literature such as *The Camp of the Saints* or the *Turner Diaries*, is a reason for concern. Otherwise, being approached to be told “the truth” about an ethnic group, or other large group of people with some ascribed trait, is a reason for concern. Messaging about extremely violent, horrific, and vast conspiracies involving massive classes of people that just happen to parallel historic extremist propaganda by the Nazis and others is cause for concern.

For more information on symbols used by violent extremist groups, the Anti-Defamation League maintains a database of White Supremacist and Neo-Nazi symbols (Anti-Defamation League, 2021). Several news organizations have compiled a list of the flags and symbols used by the militant groups who attacked the US Capitol on 6 January 2021 (for example, Simon & Sidner, 2021). The NCRI report mentioned earlier includes examples of extremist left (Anarcho-Socialist) symbols and memes (Finkelstein, et al., 2020).





If you are caught in a terrorist attack, which in recent years would be in the form of an active shooting (USAFacts, 2020), remember the federal government’s mantra of Run, Hide, Fight (Ready.gov, 2020). Here are some details of what each of these really means:

Run: The first preference is to flee the location altogether and call authorities with details about what you observed. Do not waste time picking up your possessions. Help others to leave if possible and warn others about going into the shooting scene.

Hide: If fleeing the scene is not an option, the next step is to hide. Note that “hiding” means hiding in a place where you are truly unlikely to be seen or heard by the shooter, ideally behind a locked door or at least behind a major physical obstacle.

Fight: If faced with an active shooter, it is imperative to physically attack them immediately. Do not just let yourself be shot. My own analysis of the FBI’s active shooter cases (Blair & Schweit, 2014) is that actively fighting active shooters was associated with

an over 50% reduction in casualties. These were aggressive physical actions to tackle (ground) and disarm the shooter. There is also some evidence that bystanders should charge shooters at angles and move perpendicularly to the shooter, rather than just frontally charging a shooter. It is very difficult to hit a moving target, especially for an active shooter not really expecting resistance, but there are cases of shooters killing people charging them head-on (too close to being a stationary target). Aggressive physical resistance also does not mean arguing or trying to persuade the shooter to stop.

Today, the US is indeed faced with not one, but three serious threats for causing political violence. That said, it is important to note that the risk continues to be very small, about ten attacks per hundred million US residents per year. There are also a few key actions we can take to secure ourselves and the country against this triple threat: understanding what suspicious activity around political violence plots looks like and reporting it when it appears; understanding signs of extremist recruiting, propagandizing, and action and avoiding them; and understanding what to do in the rare event of being involved in an attack. By taking these measures and educating others in our community as part of the Order’s service efforts, we can go a long way towards bolstering the our nation’s homeland security. ★

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A LIFE OF VOLUNTEERISM

SUBMITTED BY MAJ ROBERT J. WILLIAMS, USAF (RET)
CHAIR, MOWW INFORMATION & PUBLICITY COMMITTEE

It's been many years since LTC Oren Lee Peters, USA (Ret), has served his country in uniform, but that hasn't stopped him from doing what he can to support the Army and the Soldiers who make up the ranks. LTC Peters, who recently turned 100 years old, established a scholarship in his name for students in the University of Central Oklahoma (UCO) ROTC program last year.

Cadet Zachary Nemecek, a junior at UCO, was the first recipient of the scholarship—receiving the scholarship and meeting LTC Peters on 7 June.

This is the second scholarship program LTC Peters, a veteran of both World War II and the Korean War, has sponsored. Previously he had started an endowment in honor of his wife, Lucile, in the Edmond Public School District. She was a math teacher for over 40 years, and he wanted to honor her career, so he started a scholarship for teachers that, throughout their career, focused on empowering students to remain in a mathematical field.

Later, LTC Peters wanted to start another endowment program and he thought about the ROTC students that he knew, the impact they would have on the country and decided to set up a scholarship program for them.

LTC Peters has a connection to ROTC going back to early in his Army career.

“As a second lieutenant in WWII, I received a battlefield commission, but I refused to sign the oath of office because I knew that would mean I could not come home,” he said. “So I came home from the



(L-R): Cadet Zachary Nemecek and LTC Oren Lee Peters, USA (Ret), at the University of Central Oklahoma on 7 June 2021.

war at the age of 19, returned to school, joined the ROTC and received my commission at a later date.”

Besides being awarded the scholarship Nemecek was able to spend some time talking to LTC Peters.

“He told me I looked

like a fine young man, and he was impressed I was able to win his scholarship over my senior peers,” he shared. “He also told me that I am welcome to come to visit his house and he will show his memorabilia and tell me stories of his time with the 45th Infantry in WWII. That is what I am most excited about because there is so much that can be learned from him.”

The scholarship, which LTC Peters established in June 2020, provides \$1,000 for ROTC Cadets at UCO.

LTC Peters, who has spent much of his life donating time to volunteering, had this advice for Cadets.

“Volunteering is the one thing that you must do to give back and further your career. Volunteer for different positions or tasks and do the best you can with any assignment given to you,” he said. “Ask questions and work hard because you can’t do a job by looking at it and only thinking about it. You do the job because you work at it day in and out, learn it, perfect it and teach it to others.” ★

Companion LTC Oren Lee Peters, USA (Ret), of the COL Woods-Oklahoma City Chapter (OK), was honored on the occasion of his 100th birthday during the Chapter meeting on 15 April 2021.

Written by Micheal Maddox for www.army.mil. Photo by KT King, UCO Photo Services.



TRASHING THE TOTAL ARMY

BG RAYMOND E. BELL, JR., USA (RET)
 BG BULTMAN CHAPTER (AT-LARGE), MOWW

The United Nations coalition forces led by the US Army thoroughly thrashed the Iraqi Army in a brilliant 100-hour ground offensive in 1991. But, by the end of the great land victory, the US Army had also thoroughly trashed the “Total Army.” The vaunted integrated go-to-war Active-Guard-Reserve organizational trace, known as the CAPSTONE program, effectively ceased to exist on 3 August 1990. The “round out” brigade concept (Reserve Component combat brigades serving as the active Army division’s third combat arms battle formation) was “seriously flawed” according to the Armed Forces Journal International. The New York Times of 27 March 1990 wrote an obituary for the round out units when it stated the military analysts were calling the concept unrealistic. Apparently the highly touted program of a fully integrated “total force” in the US Army was drawing its last breath. Or was it?

Certainly, it was a unique opportunity for the Active Army hierarchy, who had long held the Reserve Components in some contempt, to dismantle the

program. They swiftly seized on the opportunity to unravel a structure built so assiduously over many years. With little more than the punch of a computer key, those in authority discarded the planning that had been so carefully developed previously.

As long as there was little chance of a major conflict, a comprehensive US Army Reserve Component force led by its own general officers could be tolerated by the active Army. But when it came to an actual campaign with the scope of that in the Middle East, those who had previously kept their own counsel about the effectiveness of the Reserve Components stepped out into the open. The result was chaos and disillusionment, all the way from a tank driver in Company A, 1st Battalion, 108th Armor of the Georgia Army National Guard to the commander of the Army Reserve 377th Theater Army Area Command.

Comprehensive prior planning was thrown to the winds. Active-duty elements hastily scrambled to take over missions that major Reserve commands



General Norman Schwarzkopf stands with 1st Infantry Division soldiers during a visit to the troops in the Saudi Arabian Desert.
 Source: US Army

had been practicing for years to perform in a wartime setting. Active-Reserve relationships were fractured or discarded. Activated general officer commands in the Army Reserve were “beheaded” as they were federally mobilized without their general officer commanders. Active Army units that had had no prior affiliation with their higher commands with which they deployed displaced Army National Guard round-out formations. *Ad hoc* units like the Army Reserve’s 22nd Support Command were pulled together from assorted active and Reserve units, including the Army Reserve 21st Support Command Augmentation, which was European oriented.

But there was little open criticism of the way the activation, mobilization, and deployment of the Reserve Components was managed.

Still, Reservists and Guardsmen sensed betrayal. They felt deceived by the Department of Defense and Army who espoused the Total Army concept, but now appeared to condemn it. The active Army-Reserve Component advocates had to take cover. Knowledgeable Reserve Component members were not surprised by the hypocrisy.

Historically, there was a history of mistrust of the Reserve and Guard. In World War II, for example, with few notable exceptions, National Guard division commanders were replaced by officers of the Regular Army. In the 1960s, the Army Reserve Components saw only limited mobilization for Vietnam, which subsequently seriously stigmatized them. With the all-volunteer force, the Reserve Components ostensibly became full partners with the active forces. But operations in Grenada and Panama were harbingers of how this “partnership” was to work. Reservists played “afterthought” roles in both actions. A substantial role was explicitly denied to Army Reserve units in Panama’s Operation Just Cause, although it was recognized that there was a specific need for Reserve and Guard civil affairs, military police, and psychological operations.

To the detriment of the Total Army, some senior Army Reservists sought to “protect” the Reserves. They became embroiled in activities that forced preparation for war into second place. Reserve commanders, for example, frequently experienced frustrations trying to implement the evolving

CAPSTONE programs. It became unfashionable to give more than lip service to CAPSTONE headquarters requirements. The protectors’ misguided efforts culminated with the denigration of not only the CAPSTONE concept but support for the Total Army too. Instead of concentrating energies on enhancing Reserve abilities to prepare for war faster, Reserve Component personnel instead attempted to maintain focus on an exclusive Reserve identity. The result: the diversion of Reservists’ time to ceremonies, briefings, and inspections.

Fortunately, the combination of active Army leadership hypocrisy and Reserve Component protectionism had little effect on the execution of the coalition strategy that saw significant destruction of the Iraqi armed forces.

However, major Reserve commands like the 377th Transportation Command, 143rd Transportation Command, and the 335th Signal Command, which were part of the Third Army, the Army components of US Central Command prior to the Iraqi invasion of Kuwait, were left in ignorance when the crisis broke. One such major command was not even told the Third Army had left its headquarters at Fort McPherson, GA, for Saudi Arabia. The telephones at Third Army Headquarters had, without notice to the major subordinate Reserve commands, been disconnected.

Were US Army Forces Command (FORSCOM) commanders also aware of the sham? They were responsible for training Reserve and National Guard units and preparing them for war. Many Reservists really thought the concept of a Total Army was a viable one and wanted to put it into practice. In retrospect, it should have been no surprise that in light of the disconnect, a FORSCOM commander had to tell a major Army Reserve commander that he had no way of influencing what went on in the CAPSTONE wartime trace. As a result, the Reserve command became caught between Third Army, a CAPSTONE headquarters that demanded much from the Reserve Component unit, and a peacetime (FORSCOM) headquarters with different priorities.

The Army Reserve and National Guard had not seen a large-scale mobilization since the Korean conflict. Then, National Guard divisions went to Europe and





Soldiers from 1st Battalion, 121st Infantry Regiment of the 48th Infantry Brigade Combat Team provide security as a CH-47 Chinook helicopter lands after a key leader engagement in Southeastern Afghanistan. The 48th Infantry Brigade Combat Team deploy. Source: US Army

National Guard armor or infantry brigade with an Active Army combat division. Normally such a division had three combat arms brigades. However, to save money in the post-Cold War environment, to avoid reducing the number of divisions, and to more closely align National Guard brigades with Active Army counterparts, the round-out concept was created. The result was the replacing of one of the three active Army brigades with a similar Army National Guard brigade. The New York Times and the Armed Forces Journal International criticized this program.

Korea, as well as staying in the continental United States. This partial but massive mobilization had two purposes: fight in Korea and bolster defenses in Western Europe.

Over the years, most lessons learned from that mobilization were forgotten but the knowledge of what large-scale mobilizations entailed persisted. Reserve Component units had all along been preparing mobilization plans for the next “big” war. However, when it came to mobilizing Reserve Component units for Operation Desert Shield, the whole system that had evolved was evidently thrown out the window. It became, practically, a matter of starting again to plan, train, and mobilize from scratch. Mobilization procedures, e.g., FORMDEPS (Forces Command Mobilization and Deployment Planning System), which had been laboriously worked on for years by the Reserves, were not followed for Operation Desert Shield by many of active Army mobilization stations.

The fact that the active Army had trashed the Total Army force became evident as Desert Shield operations began. The first victims were the Army Reserve Commands. However, the real test for the Total Force came with the federal mobilization of National Guard round-out combat brigades.

The round-out concept involved pairing an Army

Three such brigades were eventually mobilized: Louisiana’s 256th Infantry Brigade (Mechanized), Mississippi’s 155th Armor Brigade, and Georgia’s 48th Infantry Brigade (Mechanized)—the round out brigade of the active Army’s 24th Infantry Division (Mechanized). Of these three, the 48th was to be deployed to Southeast Asia and the 24th was stationed at Fort Stewart, GA, i.e., the National Guard brigade’s peacetime operational area.

The 48th was considered one of the best National Guard round-out combat brigades. Its subordinate units’ proximity to Fort Stewart and the 24th Infantry’s location augured well for making the round out-concept a success, especially at brigade level. A close association developed over the years should have paid off in battle with the 24th closely mentoring the 48th in peacetime. General H. Norman Schwarzkopf, who had commanded the 24th before he was designated commander of the Desert Storm operation, said, “I expect them to fight alongside us. They are, in fact, combat ready.”

Instead of deploying with its round out division, the 48th went to the National Training Center (NTC) in southern California for extensive pre-combat readiness training. There it encountered a number of problems. It had been late in mobilizing, which had caused delays and miscues. Once on the ground, its troubles increased. The brigade commander

was relieved. The brigade staff was faulted for its inability to interact with other headquarters. Army officials cited poor leadership and training at various levels. They charged maintenance of equipment on site, which the brigade would not have deployed in wartime, was deficient. It was also noted that certain key personnel were not present because of medical conditions, a situation easily remedied by assigning readily available replacements.

On the other hand, observing active Army combatant personnel were surprised at the overall competence of Reservists and Guardsmen, even as the improving performance of the maligned 48th opened eyes at NTC. Although exposed to continuing doubts about the Guard brigade's readiness by active Army commanders, for example, active Army members of "D" Company, 3rd Infantry Regiment ("The Old Guard"), acting as aggressors testing Guard competence at the NTC, "lost" to the 48th when it was overrun by armored vehicles, just as Iraqis were in Kuwait.

Eventually, though, one had to question the effectiveness of the 24th mentorship if not also a case of innate active Army prejudice. Still, the 48th's challenges and adverse impressions kept it at the NTC longer than any other unit since the site opened in 1981—a sad commentary on the realism of the Army's Total Force policy.

Certainly, the active Army could rightly say certain Reserve Component units were not ready to go to war when they should have been. One USAR headquarters commanded by a Reservist (also a senior Department of Defense official), had not exercised his staff in a command post exercise since he had taken command. The command was more oriented on seeing that his Army Reserve Command's requirement for briefings was met and so his staff concentrated on gathering statistics and repeatedly writing position papers.

Interestingly, the active Army's 197th Infantry Brigade (Mechanized) replaced the 48th Infantry Brigade in the 24th Infantry's go to war force structure. An irony is that an active Army brigade not formally attached or assigned to the 24th became the round-out organization for the 24th. The 197th was Fort Benning's (GA) Infantry School training brigade, an organization with the primary mission

of supporting infantry-oriented training and education activities—not prepare for deployment as a component of a combat division. It had a steep learning curve to become ready to fight alongside the 24th Infantry Division. Was the 197th better qualified to join the 24th in combat than the 48th?

Perhaps even more ironic is that in 2016 the Army, in a three-year trial, again experimented with a version of the round-out concept, i.e., the Associated Units Program. In one case, it again involved the 48th Infantry Brigade Combat Team and the 3rd Infantry Division (Mechanized) which replaced, in name, the 24th. It was called a "partnership." This so-called partnership was based on an association which purportedly was considered a "success" based on the 48th's nine-month deployment in Afghanistan in association with the 3rd Infantry. Guard members complimented the division for its role in preparing the 48th for the overseas deployment. Was it then, in part, the Army's redemption for having trashed the Total Army Force during Operations Desert Shield and Desert Storm and the Guard combat arms brigade round out concept that was supposedly then in effect? Apparently not, for according to the commander of Forces Command, many of the relationships established were not productive and the trial ended on 30 September 2019 with no continuation of the program.

The truth, however, is that despite the Reserve Component debacle during Operations Desert Shield and Desert Storm, the success in virtually demolishing much of the Iraqi Army and throwing it out of Kuwait, overshadowed the trashing of Total Army concept. Ironically, the active Army hypocrisy towards its Reserve Components has largely been replaced by a recognition that increased dependence on them is such that the US Army cannot go to war today without their full participation. It appears that lip service is no longer being given to a Total Army, making for an integrated force that is incomparable in the world. As the present-day Guard's 48th Infantry Brigade Combat Team (Mechanized) experience in Afghanistan with the active duty 3rd Infantry Division has demonstrated, a realistic Total Army concept is again alive and hopefully never to be trashed again. ★



A FORMULA FOR SUCCESS: COMPANION VOLUNTEERS

CDR RALPH D. LEWIS, USCG (RET)
SENIOR VICE COMMANDER, HILL COUNTRY CHAPTER, TX

The Hill Country Chapter (TX) winning the MOWW Recruiting Excellence Award for two years running was no accident. In this article, we will review how that was done but first, some background information.

When my wife, Perpetual Member CAPT Deborah A. Dombeck, USCG (Ret), and I joined MOWW, the Hill Country Chapter was struggling for its very survival. There were only 20 members, very few of whom attended meetings or participated in any activities. The chapter sponsored half a dozen Youth Leadership Conference (YLC) students each year, recognized a few Eagle Scouts, and presented a few JROTC Awards, but that was about it. While the chapter held regular meetings, it did not have a driving vision for the future.

At first, we were not aware of the crisis the chapter faced. However, we were intrigued by YLC outreach and wanted to support that, so we joined the Order. Since we were both still working, we attended meetings when doing so fit our schedule. A year later, the then-chapter commander convinced Deborah to become the Commander and me to become the Adjutant.

With the new commander's energy and creativity, the prospects for the survival of the chapter began to brighten. She set the tone for the chapter commanders who followed. Meetings were more organized with published agendas. She identified goals and assigned Companions to specific programs and projects. Our chapter had a purpose and vision going forward. Companions were routinely volunteering to do the work of the Order via the work of the chapter.

Our chapter has transitioned from being a small chapter to being a medium chapter with 57 members. As we expand, our chapter has more than doubled the number of students it sponsors to attend the YLC on the USS Lexington Museum in Corpus Christi, TX. The chapter has also developed a new program to assist and mentor local students applying to US Service Academies. In addition, Companions are also routinely immersed in planning future Region VIII Conferences. More active members mean

more activities supported, more participation, and more interest in chapter activities.

All this begs the question, "How did you do that?" How does a small, languishing chapter transform itself into a thriving medium-sized chapter in only eight years? How does the chapter manage to do all that it does and take on additional projects as well? The key

is having enough motivated, active, dedicated Companions to do it. In other words, effectively recruit new members who are willing and able to be regularly involved in chapter activities.

There are several factors in our formula for success. When I ended my tour of duty as chapter commander, I used an expression to describe what our chapter does. We have members "doing ordinary things while achieving extraordinary results." The Order is blessed with motivated, capable, creative people who are enthusiastic about what we do. Serving youth, community, and nation through our various activities has become our intentional self-fulfilling prophecy. People want to be a part of great and meaningful things. None of the practices that have made us successful



(L-R): In 2019, then CINC LTC John H. Hollywood, USA (Ret), presented the Recruiting Excellence Award to Hill Country Chapter's CAPT Deborah Dombeck, USCG (Ret), and CDR Ralph D. Lewis, USCG (Ret). The Hill Country Chapter won the Recruiting Excellence Award again in 2020.

are particularly difficult or burdensome. Chapter commanders: try what we are doing and see how it works for your chapter.

Here is a list of our best practices that make up our formula for success:

- Host a YLC Reception. Several years ago, we realized that to sell something, the best product should be highlighted. For many in our Order, working with youth is the strongest motivator. Interestingly, our recruiting strategy was to invite YLC students who had been sponsored by the chapter to a reception. We encouraged Companions to attend and to invite guests who were eligible to become members to come as well. We supplied free refreshments and food to everyone. Time was scheduled for Companions and guests to mingle with YLC alumni. After the meal, each student gave a brief testimonial about their experience at the YLC and what impact it had on them. This was an incredibly successful endeavor. The first year we did that, five new members applied to join the Order at the reception. Five more signed up in the following months. That practice has evolved into having an annual, catered dinner funded by the chapter at an outdoor site to accommodate many more guests. What was, in the beginning, a pot-luck style affair with Companions supplying food and refreshment evolved into a slightly more elegant, structured event. Every year before the COVID-19 Pandemic, we gained at least 2-3 new members because of this reception.
- Publish and Distribute a Chapter Newsletter. When we first joined the chapter, we received a short announcement for the next meeting every month or so. There was little information provided except for a line or two referring to the meeting. We then began publishing a monthly newsletter. We inserted regular features, e.g., columns from the commander and the chaplain, a description of future meetings, a calendar of events, biographical sketches of new Companions, and other items of interest. The intent was to spread the word in ways that would grab Companions' attention while letting them know about chapter activities and other Companions and opportunities to volunteer.

We distributed the newsletter via e-mail to all chapter Companions and the MOWW staff, the MOWW Newsletter Committee, and members of the community who might be interested in our programs. We distributed printed copies to all meeting attendees and ensured the guest speaker had their own copy to

take with them. This practice sparked interest by non-members to become more informed about our Order and even to join. As always, the key to success is having people who are motivated, creative, able to persuade other members to contribute articles, and to have a newsletter editor with a "nose for news." A newsletter is an essential communication tool, especially in this COVID-19 era.

- Establish and Nurture a Productive Relationship with Local Media. When I was the Commander, we were fortunate to have a very motivated, initiative-taking, and capable Adjutant, Col Norman E. Wells, USAF (Ret). Until his arrival, articles in local newspapers on the chapter were only published sporadically. Norm made personal contact with each newspaper in the local area and established a relationship with the person responsible for placing articles regarding military members and interests, and Veterans Service Organizations. He would then provide them with print-ready articles about our meetings, events, and programs—including captioned photos.

Soon, the newspapers were publishing virtually anything we submitted. He regularly invited reporters from the local media to attend our meetings and events. This let them meet Companions and speakers and conduct interviews. It was not unusual to see those interviews appear in the papers as well as the articles we submitted. We also frequently invite members of the public to attend chapter meetings in which a particularly interesting guest speaker will be present. Several times, community members have attended meetings after having been attracted by a notice in the local newspaper. After learning more about our Order, some of them have joined. It is vital to establish those relationships and do the preparation needed to submit articles that are ready for publication.

These practices have been remarkably effective, but it is all only possible because of volunteerism. As we gain new members and make sure they feel welcome and useful, we will continue to grow as they tell their friends and acquaintances about MOWW. A constant drumbeat about recruiting with an emphasis on the idea of actively serving youth, community, and nation is a continuous theme touted by all chapter staff members. These factors and more have led us to success. As we go forward, we will continue to innovate to achieve even greater success! ★



HILL COUNTRY HOSTS REGION VIII CONFERENCE

COL NORMAN E. WELLS, USAF (RET)
HILL COUNTRY CHAPTER COMMANDER

Finally, after over two years of planning and being unable to meet because of the COVID-19 pandemic, the Hill Country Chapter hosted the 2021 Region VIII Conference in Fredericksburg, TX. From 13–15 June, 54 members and 13 guests attended the Conference—including 23 Hill Country Chapter Companions.

The Conference kicked off with the Commander's Reception on Sunday night with the theme, "German Night in Old Fredericksburg."

(Fredericksburg was founded in 1846 by German immigrants.) The food, decorations, music, and attire of some attendees reflected the German theme.

The business meeting on Monday morning consisted of reports and comments from MOWW leadership. In his remarks, then-CINC BGen Fred Lopez, USMCR (Ret), noted that our Order is getting smaller with poor recruiting. Additional efforts will be needed to protect and preserve MOWW. After lunch, about half of the group toured the National Museum of the Pacific War, which was only a few blocks away.

The banquet Monday evening was especially busy with many awards presented because there was no conference last year. The guest speaker for the banquet, Judge Inna Klein of Corpus Christi,



(L-R): Then-CINC, BGen Frederick Lopez, USMCR (Ret), presented Gen Michael Hagee, USMC (Ret), President/CEO of the Nimitz Foundation with Fleet Admiral Nimitz' Certificate of Membership in MOWW.

told the audience about growing up in Moscow, where her parents were considered enemies of the state. She and her parents escaped to the West when she was 14. She later came to the United States, learned English from watching soap operas, attended high school and law school, and became a judge after practicing law. MOWW Region VIII Commander CAPT Deborah Dombeck, USCG (Ret), presented a MOWW Silver Patrick Henry Certificate and Medallion to the

judge for her outstanding support of the MOWW's five-day Youth Leadership Conferences (YLC) on the USS Lexington Museum. She helps to teach the Conference students about the US legal system by presiding over a mock trial conducted by the students. She also tells the students her story about escaping from the Soviet Union, which gives them a better understanding of what it is like to live in a dictatorship and how great it is to enjoy the freedoms we have in the United States.

The Hill Country Chapter also inducted Fleet Admiral (FADM) Chester Nimitz, USN, (a Fredericksburg, TX, native), into Perpetual Memorial Membership in the Order at the banquet. Gen Michael Hagee, USMC (Ret), President and CEO of the Nimitz Foundation, accepted the Perpetual Membership Certificate on

REGION VIII CONFERENCE

behalf of The Admiral Nimitz Foundation. In his remarks, Gen Hagee shared with the audience the significant challenges that FADM Nimitz faced after President Roosevelt had assigned him to replace Admiral Kimmel just after the Japanese attack on Pearl Harbor. From the devastation at Pearl Harbor, the Europe-first national strategy, the demoralized staff, through the CNO's lack of confidence in his abilities, Nimitz handled it all with confidence, belief in his staff, and keen operational insights resulting in the defeat of the Japanese at Midway and ultimate victory in the Pacific. Without a doubt, he was the right leader in the right place at the right time.

The banquet also included a ceremony called the Missing Man Table (also known as a Fallen

Comrade Table). This ceremony honors and remembers all US Prisoners of War and those Missing in Action. Socializing in the Hospitality Room capped off the evening.

The business meeting resumed Tuesday morning with a memorial service for Companions who have passed since the last Region VIII Conference. This was followed by presentations on the 2022 Region VIII Conference to be held in the Dallas area, newsletter suggestions and the Hill Country Chapter's public relations program.

Many visitors from Texas, Oklahoma, and Kansas commented that it was a great Conference in a great town. ★



Judge Inna Klein (center) received a MOWW Silver Patrick Henry Certificate from MOWW Region VIII Commander, CAPT Deborah Dombeck, USCG (Ret), and then-CINC, BGen Frederick Lopez, USMCR (Ret).



SERVING YOUTH, COMMUNITY & NATION

LTC REGINALD BROWN, USA (RET)
 COMMANDER, LTG MIDDLETON CHAPTER, LA

The LTG Middleton-Baton Rouge Chapter sponsored a one-day Youth Leadership Seminar on 5 June 2021. The Youth Leadership Seminar in the LSU Military Science classroom provided presentations on leadership, mentorship, ethics, and citizenship. The day was lessons for high school sophomores and juniors and also ceremonies and recognition of long-term service. This Youth Leadership Seminar (YLS) is included in the National Association of Secondary School Principals (NASSP) the NASSP List of Approved Contests, Programs, and Activities for Students.

Author Steven Rabalais provided a great lesson on the mentor, Major General Fox Connor, as he guided a young Dwight D. Eisenhower after making serious ethics and judgment errors. Local attorney Harry 'Skip' Phillips provided a very engaging citizenship discussion that emphasized the importance of being an informed and educated voter. The seminar



Top row, (L-R): Wren Hoffpauir, Francie Olivier, Dillon Kennomer, August Perez V, Logan Rabi, Colin Raby. Bottom row, (L-R): John David Clement, Grason Nevels, Xavier Oregeron and Nasia Selders.

included team exercises with briefings by the students. Students took on small group leadership roles to solve complex issues and develop a deeper understanding of leadership, ethics, and citizenship. Youth Merit Awards were presented to August Perez V, and Francie Olivier for their leadership,



LTC Reginald Brown, USA (Ret), (left), and LTC Patrick L. Widner, USAR (Ret), (far right), presented the Youth Merit Award to August Perez V (Walker High School) and Francie Oliver (Episcopal High School). They were "The Most Outstanding" participants in the 2021 LTG Middleton Youth Leadership Seminar conducted at LSU.

participation, team development and efforts to include each team member in the exercises.

LTC Patrick L. Widner, USAR (Ret), was also presented MOWW's Gold Patrick Henry Medal. LTC Widner was recognized for his ten years of service presenting JROTC awards throughout Louisiana and regular visits to our Veteran's Home. He has been exemplary and is deeply appreciated.

In practice, the LTG Middleton Chapter provides patriotic education, supports JROTC and ROTC programs, honors First Responders, serves veterans and supports Boys Scouts and Girl Scouts. ★

MEET MOWW'S CHIEF OF STAFF

COL MICHAEL FARRELL, USMC (RET)
CHIEF OF STAFF, & COO, MOWW, INC.



Col Michael Farrell, USMC (Ret)

On 1 September 2021, Colonel Michael Farrell, USMC (Ret), officially assumed the duties as the new MOWW Chief of Staff and editor of *The Officer Review*® magazine. His selection was approved by a majority vote of the General Staff at the National Convention in August 2021.

The new Chief of Staff was born in Brooklyn, New York, and raised in Longmeadow, Massachusetts. He graduated from Western New England College, Springfield, MA, with a Bachelor of Science in Business Administration. He was commissioned a 2ndLt in the Marine Corps through the Platoon Leaders Class program in 1989.

He served in the operating forces as a CH-46E helicopter pilot and completed deployments to the Western Pacific, the Mediterranean, and Iraq. His command assignment was as the squadron commander for Marine Medium Helicopter Squadron 262, the Flying Tigers in Okinawa, Japan. Staff assignments included; 2d Marine Division, 2d Marine Aircraft Wing, 1st Marine Aircraft Wing, US Special Operations Command, US Marine Corps Forces Europe and Africa and US Marine Corps Forces Southern Command.

Colonel Farrell served in all three active Marine Corps Air Wings and completed over 4000 total flight hours. He served in two overseas assignments in Japan and Germany, attended the Command and Staff Course at the Naval War College and the U.S. Army War College. He holds a Master of Science in Business Administration from Boston University. Prior to his retirement in 2019, he served as the Chief of Staff for US Marine Corps Forces Southern Command. ★

HEADQUARTERS STAFF: HERE TO SERVE YOU!



Companion Justin Hiller

HPM Justin Hiller, MOWW Membership Director, keeps track of Companions and membership statistics for MOWW.

Mrs. Sunny Alley, MOWW Store and Office manager fulfills all certificate and medal requirements for the Order.

Count on them if you need assistance!



Mrs. Sunny Alley



OH, MY ACHING BACK!

DR (CPT) ROBERT E. MALLIN, MD, USA (FMR)
SURGEON GENERAL, MOWW

In my opinion, we would be better off walking on all fours, eliminating much of spinal stress, pressures, alignment, and aging consequences. The cause of most back pain is aging and cannot be stopped, but its effects can be minimized.

The spine is a column of 24 bones stretching from your skull to your tailbone. The spinal cord is inside. Those bones (vertebrae) have tiny joints (facets). Between the vertebrae, there are cushions (discs) filled with a jelly-like substance. Ligaments stabilize the whole structure by connecting the bones.

Symptoms of degeneration manifest as back pain, leg pain, or both. This comes from irritated nerves as they exit from the spinal cord or wear out. "Facet joint arthritis" causes spinal "joint pain." That is often inevitable because of the pressures on the spine in everyday life.

Over time, the discs between the vertebrae wear away and shrink, causing pain as the bones rub together. The space around the cord will narrow over time, causing spinal stenosis, and it puts pressure on the spinal cord and nerves, causing pain. We typically lose almost one-half inch every ten years after age 40, more rapidly after age 70. A total loss of between 1 to 3 inches in height is possible. Aging decreases bone density, called osteoporosis putting patients at greater risk of vertebral compression fractures, without significant trauma." Degenerative changes can start at age 30-50 and may only get worse. Most aging back pain can be attributed to general degeneration present in approximately 97% of us on MRI.

Spondylolisthesis: is when a vertebra slips out of place. The entire spinal column becomes unstable, increasing the chances of injury. Ligaments and connective tissues lose strength and elasticity over time. Spondylolisthesis occurs more easily among older adults.

What to do—from simple to complicated:

- Practice good posture when standing, sitting, or sleeping. A pillow under your knees when on your back or between the knees when on your side reduces back stress. Raise your

computer monitor to eye level, adjust the seat for optimal positioning. When lifting heavy objects, bend at the knees, not the waist. Push rather than pull as much as possible.

- The more physically active we are, the better we feel. Stay active, do therapy if you are physically challenged. Start a back-healthy exercise program. Gain strength, improve balance and flexibility. Strengthening your back and core abdominal muscles will make your spine more resilient. Medicare and other health insurances usually cover therapists.
- Nonsteroidal meds help: ibuprofen, naproxen, aspirin, or acetaminophen can treat inflammatory pain. Taking medication two to three times per day for five to ten days, even after the pain subsides, can be more effective than only using "as needed."
- Apply cold. For acute pain, 20 minutes on, 20 minutes off helps quiet inflammation or spasms. (A bag of frozen peas works well.) Apply heat. After two or three days, use a pad or lamp cautiously. Warm baths can relax muscles and stimulate blood flow. With sudden muscle pain, gentle stretching is superior to bed rest.
- Complementary medicine, including acupuncture, manipulation, and chiropractic, if recommended, may help.
- Selected use of steroid injections can reduce back pain and inflammation involving a nerve root or facet joint. Radiofrequency ablation may block nerve signals.
- Surgery options: Spinal fusion to eliminate motion between bone segments, Disc replacement Vertebroplasty to repair compression fractures caused by osteoporosis, is possible in some cases. Foraminotomy or Discectomy removes blockages of a specific disc that's causing pain. Spinal laminectomy (opening the spinal column) can release pressure on the nerves.

If you do have back pain, don't ignore it. It could be a sign of a serious but treatable disease. A spinal tumor should be diagnosed and evaluated, and infection needs prompt diagnosis and treatment.

Again, we can't stop aging, but we can improve its manifestations.

Be well. ★



AN ATTITUDE OF GRATITUDE

LCDR DEBRA F. ROGERS, ED.D., USN (RET)
CHAPLAIN GENERAL, MOWWW

With Thanksgiving a month away, I chose to focus on being grateful, especially in these precarious times. I

recently read that an attitude of gratitude stems from demonstrating thankfulness in every area of one's life. Being appreciative of things large and small tends to shift a person's mindset.

The mindset shift moves from a self-centered to a more community-based approach.

Research in positive psychology shows that having an attitude of gratitude leads to greater happiness. Specifically, being grateful improves positive emotions by allowing us to focus on the present, promotes healthy living by blocking the toxicity in our lives, enhances strong relationships, and helps weather adversity. Why is operating with an attitude of gratitude so important? In Hebrews 12:28 (ESV), "Therefore let us be grateful for receiving a kingdom that cannot be shaken, and thus let us offer to God acceptable worship, with reverence and awe". Also, in Acts 24:3 (ESV), the Word states, "In every way and everywhere we accept this with all gratitude."

The two Bible verses are among many other bible verses focused on gratitude. Being grateful in all situations helps us develop our trust in God. How can one gain an attitude of gratitude? Like with

***In every way and everywhere
we accept this with all gratitude.***

[Acts 24:3]

any life-long change, it takes a mindset change and daily conscious practice, and eventually, this attitude of gratitude

will become meshed in a person's daily routine.

There are five simple strategies (Pettit, 2020) that I have read about and employ in my own life. First, appreciate everything, self-explanatory. Second, express gratitude daily—a gratitude practice. Begin your day with a gratitude process. I have a gratitude phone app that I journal daily of things that I am grateful for in my life—from the simple to the most profound. Penning gratitude phrases work equally well. The initial practice may be awkward, but with daily writing, it becomes easier and helps increase positive habits. The third strategy involves surrounding oneself with gratitude-focused individuals. Spending time in a more positive environment helps increase this focus. Fourth, take ownership of the present. Developing a grateful attitude is vital because it can help an individual reframe negative thoughts into positive thoughts; by focusing on achievements and building self-confidence. Last, commit to pursuing a gratitude attitude; while driving, sipping morning coffee, or any other morning routine. Being consistent proves essential.

Let us all choose to be grateful every day. ★





Sun City Center Chapter, FL

Fire and Rescue Chief Robert Collins Addresses Chapter

BY CAPT B. FRANK KEPLEY, USN (RET)

The Sun City Center chapter held its monthly meeting on 15 April 2021 at the Maui room at Freedom Plaza. The meeting was again a combination of attendance on-site and via Zoom.

The featured speaker for the meeting was Hillsborough County Fire Rescue Special Operations Chief Robert Collins. Chief Collins is a 24-year fire service veteran with a wealth of experience in combat operations, training, and administration. He has held the positions of Firefighter, Driver Engineer, Captain, Acting Battalion Chief, Training Officer, Recruiter, Logistics, Chief of Training, and Chief of Special Operations. He oversees a division of 150 personnel trained in advanced First Responder disciplines, which include: Marine Firefighting; Hazardous Materials; Urban Search and Rescue; Combat Casualty Care, Confined Space Operations, and Emergency management. Chief Collins is the Florida Task Force 3 Urban Search and Rescue team (USAR) program manager, the only Type 1 State USAR team. He is the Co-Chair for the State of Florida Domestic Security Task Force Specialty teams, including SWAT, EOD, Hazmat, and Search & Rescue. Before joining Hillsborough County Fire Rescue, Chief Collins served in the USAF, earning several awards and citations, including the Air Force Commendation Medal. His tours of duty included Operation Desert Storm and supporting the UN mission in Somalia. For his dedication and service to the community and public safety he received the Congressional Career Service Award. Chief Collins holds a master's degree in Public Administration and Policy from Florida Gulf Coast University and is a Doctoral student at Valdosta State University. Chief Collins covered his job responsibilities, explaining his eight-plus years in the USAF before switching to Hillsborough County Fire Rescue. He pointed out the values that we have in America and why we need to keep them.

Following Chief Collins' informative remarks, RADM Ronald F. Silva, USCG (Ret), was presented the Silver Patrick Henry Medallion for Patriotic Achievement. Before the presentation, COL Samuel T. Taylor III, USA (Ret), sponsored by COL Dale Vona, USA (Ret), was inducted into the Chapter by Commander Capt Vern Elarth, USAF (Fmr). Then, COL Dale Vona, USA (Ret), was awarded a citation as the top recruiter for the quarter.

Photo left (L-R): Chapter Commander Capt Vern Elarth, USAF (Fmr), thanked Chief Robert Collins for his presentation. Photo center (L-R): Capt Vern Elarth, USAF (Fmr); COL Dale Vona, USA (Ret), and Companion COL Samuel T. Taylor III, USA (Ret). Photo right (L-R): Capt Vern Elarth, USAF (Fmr); RADM Ronald F. Silva, USCG (Ret), and COL Robert W. Hart, USA (Ret).



LTC Shehab Chapter, NJ

BSA Inaugural Class of Female Eagle Scouts

BY LTC WILLIAM K. RAPP, USA (RET)

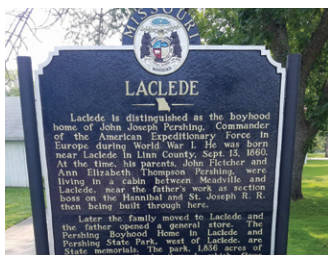
On 6 June 2021, Companions of the LTC Shehab Chapter awarded MOWW Certificates of Achievement in the inaugural Eagle Scout Court of Honor for five young women from Troop 19 in Millburn, NJ. Formed in 2017, the Troop currently has about 35 female scouts. These five Eagle Scouts are among the first of six females in New Jersey and the nation to achieve the highest award that can be earned by a Scout. They met, or exceeded, the same rank advancements as their male counterparts, including the same merit badge requirements.

In a news story about these Scouts, the *Millburn Patch* wrote:

“In total, Troop 19’s five Eagle Scouts earned collectively 303 merit badges and are responsible for approximately 1,300 hours of community service directly attributable to their Eagle Scout projects. They are all members of the Order of Arrow, Scouting’s Honor Society. They have earned individual awards, including the Outdoor Ethics Awareness Award, Interpreter Strip, Scouts BSA World Conservation Award, and segments of the National Outdoor Award. Troop 19 has thrived under their leadership and become the largest female Scout Troop in the Northern New Jersey Council with thirty scouts from over a dozen townships.”

(L-R): NJ Department Commander LTC William K. Rapp, USA (Ret); Eagle Scout Riya Tyagi; Eagle Scout Keira Lowden; US Representative Tom Malinowski; Eagle Scout Morgan Lomax; Eagle Scout Bridget Lomax; Eagle Scout Katelyn Cannon and Companion CPT Henry J. Bassman, USA (Fmr).





Greater El Paso Chapter, TX

A Visit to Laclede

BY CPT PAULA R. MITCHELL, ED.D., USA (RET)

HPM Daniel Maher and then-VCINC CPT Paula R. Mitchell, Ed.D., USA (Ret), of the Greater El Paso Chapter stopped by General of the Armies John J. “Blackjack” Pershing’s boyhood home in Laclede, MO, on their drive to the 2021 National Convention.

CPT Mitchell served for six years as a VCINC of the Order from 2015-2021.



Brig Gen Scott Chapter, GA

Distinguished Service

BY MAJ ROBERT M. KOMLO, USAF (RET)

MOWW and the Brig Gen Robert L. Scott Chapter recently recognized its immediate past Chapter Commander’s service, dedication, and accomplishments. COL T. Raleigh Mann, USA (Ret), was presented with a MOWW National Citation for Exceptional Service. This recognition was announced initially at the MOWW National Convention by then-CINC BGen Frederick R. Lopez, USMCR (Ret).

After eleven years as chapter commander, COL Mann recently passed the baton to the new Commander, Capt Theron Simpson Jr., USMC (Ret). COL Mann served the Chapter and its Companions from 2009-2020. During that time, he brought greater awareness of MOWW to Middle Georgia and brought distinguished recognition to the Chapter’s Companions. Under his leadership, the Chapter actively engaged in many of MOWW’s outreach and public community programs, such as Law Enforcement and Veterans Affairs. He coordinated and conducted annual Memorial and Veterans Day ceremonies in honor of the current and past veterans residing at our meeting location and in the local area. He was involved with and invited to meetings, representations of the Daughters of the Revolutionary War (DAR), the Habitat for Humanity, and the local Veterans Administration hospital in Dublin, GA. One of our proudest actions was to engage with and revitalize the Chapter’s dormant ROTC/JROTC Awards program. He also closely coordinated the presentations of awards to these units throughout Middle Georgia. His absolute commitment to the community reflected great credit upon himself and was in keeping with MOWW’s highest traditions.

Capt Simpson presented the certificate at a small ceremony. Also in attendance for the presentation was the Chapter’s Adjutant, Maj Robert M. Komlo, USAF (Ret), who worked closely with COL Mann all these years.

The new Commander and Adjutant are blessed by COL Mann’s willingness to dedicate his time, talents, and enthusiasm toward community service and our Order, continuing well past his years on active duty.

(L-R): Capt Theron Simpson Jr., USMC (Ret), and COL T. Raleigh Mann, USA (Ret).

GEN Meade Chapter, MD

Eagle Scout Recognition

BY LT COL SHELDON A. GOLDBERG, USAF (RET)

On 1 August 2021, Lt Col Sheldon A. Goldberg, USAF (Ret), presented MOWW Eagle Scout Certificates to Abhay Maloo and Gregory Arnold, Troop 1444, in Silver Spring, MD. Abhay is the third son in the Maloo family to achieve Eagle Scout rank; Gregory is the second in his family.

Boy Scout Troop 1444 in Silver Spring, MD, has been chartered since 1966 and over the years more than 125 Boy Scouts became Eagle Scouts.

(L-R): Eagle Scout Abhay Maloo, Lt Col Sheldon A. Goldberg, USAF (Ret), and Eagle Scout Gregory Arnold.



COL Woolsey Chapter, CA

Annual Law & Order and First Responder Awards Luncheon

BY IPCINC BGEN FREDERICK R. LOPEZ, USMCR (RET)

The COL George C. Woolsey Chapter of Santa Barbara holds an annual Law & Order and First Responder Awards Luncheon, this year held on 17 June. The nomination process starts in January when the Chapter's Awards Committee contacts the seven Law & Order and First Responder organizations in the area to request their selections of members who deserve special recognition. The recipients are presented the Chapter's Law & Order or First Responder Individual Service Award at a luncheon for them and their nominators. This year the nominees were from the Santa Barbara County Fire Department, Santa Barbara Fire Department, Montecito Fire Department, Santa Barbara County Sheriff's Office, Santa Barbara Police Department, California Highway Patrol, and UC Santa Barbara Police Department.

Receiving awards at the 17 June 2021 luncheon were (L-R): Chaplain Jerry Gray (Santa Barbara Fire Department), Fire Captain Jason Toole (Santa Barbara County Fire Department), California Highway Patrol Captain Michael Logie accepting for Officer Dylan Youngblood; Presenter and then-CINC BGen Frederick R. Lopez, USMCR (Ret); Officer Ariel Bournes (UC Santa Barbara Police Department), Sergeant Jarrett Morris (Santa Barbara County Sheriff's Office), and Officer Matthew La Barge (Santa Barbara Police Department). Nominee Montecito Fire Department Chief Kevin Taylor was unable to attend.





Puget Sound Chapter, WA

First Responder Award

BY PCINC COL DAVID B. GIBSON, USAF (RET)

LTC Heinz Haskins, USA (Ret), presented the Puget Sound Chapter First Responder Award to West Pierce Fire and Rescue Firefighter and Paramedic Rob Mayzak in July. LTC Heinz Haskins again delivers the Puget

Sound Chapter First Responder Award, to Steilacoom Police Department SGT Chris Bailey.

Photo left (L-R): Firefighter and Paramedic Rob Mayzak and LTC Heinz Haskins, USA (Ret). Photo right (L-R): SGT Chris Bailey and LTC Haskins.



Narragansett Bay Chapter, RI

Honoring Lt Col King Odell Outstanding Service and Commanders Award

BY LTC DAVID A. ANDERSON, USA (RET)

Col Leo H. Fox, USAF (Ret), (left) presented Lt Col King B. Odell, Jr., USAF (Ret), with a MOWW Outstanding Service Award and a MOWW Commander's Award. Lt Col Odell was honored for his 37 years of faithful service to the Order. Previously, he was awarded a Silver Patrick Henry Medal by former Region I Commander LTC David V. Christo, USA (Ret). Lt Col Odell also solo-managed the 2006 National Convention, which was held in Rhode Island that year.



Clearwater Chapter, FL

Clearwater Chapter Recognizes Three Eagle Scouts

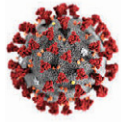
BY LTC DAVE MASON, USA (RET)

Eagle Scout John W. Novack, Eagle Scout Zachary G. Coe, and Eagle Scout Morgan T. Hart from Troop 334 were presented MOWW Eagle Scout Certificates from LTC Steve Hodges, USA (Ret), and LTC David Mason, USA

(Ret). The presentations took place at their Court of Honor held at Clearview United Methodist Church, St. Petersburg, FL, on 14 June 2021.



COVID-19 Booster Shots



While the initial vaccine series remains effective in reducing the likelihood of infection and preventing severe illness, hospitalization, or death among those infected, a booster of antibody protection is necessary as the initial vaccine's protection decreases over time.

Currently, Pfizer-BioNTech COVID-19 booster dose is the only approved booster. The Food and Drug Administration (FDA) authorized the Pfizer-BioNTech booster shots on 22 September 2021. The FDA and CDC continue to review data to determine whether and when a booster might be recommended for recipients of the Moderna and Janssen (Johnson & Johnson) COVID-19 vaccines. VHA will plan to offer these booster vaccines when they are authorized by the FDA and recommended by the CDC.

Individuals who should get a Pfizer-BioNTech COVID-19 booster dose according to the Centers for Disease Control and Prevention (CDC) include people 65 years and older and residents in long-term care settings who received a Pfizer-BioNTech COVID-19 primary vaccine series at least 6 months ago, and people aged 50–64 years with underlying medical conditions who received a Pfizer-BioNTech COVID-19 primary vaccine series at least 6 months ago.

Individuals who may opt to get a Pfizer-BioNTech COVID-19 booster dose, based on their individual benefits and risks, include people aged 18–49 years with underlying medical conditions who received a Pfizer-BioNTech COVID-19 primary vaccine series at least 6 months ago, based on their individual benefits and risks, and people aged 18–64 years who are at increased risk for COVID-19 exposure and transmission because of occupational or institutional setting who received a Pfizer-BioNTech COVID-19 primary vaccine series at least 6 months ago.

Vaccines will be offered to veterans receiving care at VA. As supply and capacity permits, VA will offer booster doses to all other veterans, spouses, caregivers and CHAMPVA recipients under the authority of the SAVE LIVES Act (SLA), which was

signed into law in March 2021. The law expanded VA's authority to offer vaccine to include veterans not traditionally eligible for VHA care, and others including spouses and caregivers of veterans.

Veterans who receive care in VA and are due for booster shots will be contacted and advised of the recommended booster shots, which may be offered by appointment or on a walk-in basis. CDC advises that people can get both the COVID-19 vaccine and flu vaccine at the same time. If you decide to get a COVID-19 booster vaccine outside of VA, share this information with your VA health care team. Veterans can send a picture of the CDC COVID-19 Vaccination Record Card to their VA provider through secure messaging or add your vaccine information to your MyHealthVet health summary for your own records account.

"Vets First" Podcast



The Vets First podcast is a research-based podcast that focuses on the VA healthcare system and its patients. Instead of being just another research podcast, the Vets First podcast was created with a primary focus on veterans and their stories. <https://blogs.va.gov/VAntage/va-podcast-network/vets-first/>

Join us on National Wreaths Across America Day December 18, 2021



Each December on National Wreaths Across America Day, our mission to Remember, Honor and Teach is carried out by coordinating wreath-laying ceremonies at Arlington National Cemetery, as well as at more than 2,500 additional locations in all 50 US states, at sea and abroad.

Join us by sponsoring a veterans' wreath at a cemetery near you, volunteering or donating to a local sponsorship group. For more information, please visit <https://www.wreathscrossamerica.org/>





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COL NICK JOHNSON, ILARNG**

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"IT IS NOBLER TO SERVE THAN TO BE SERVED"

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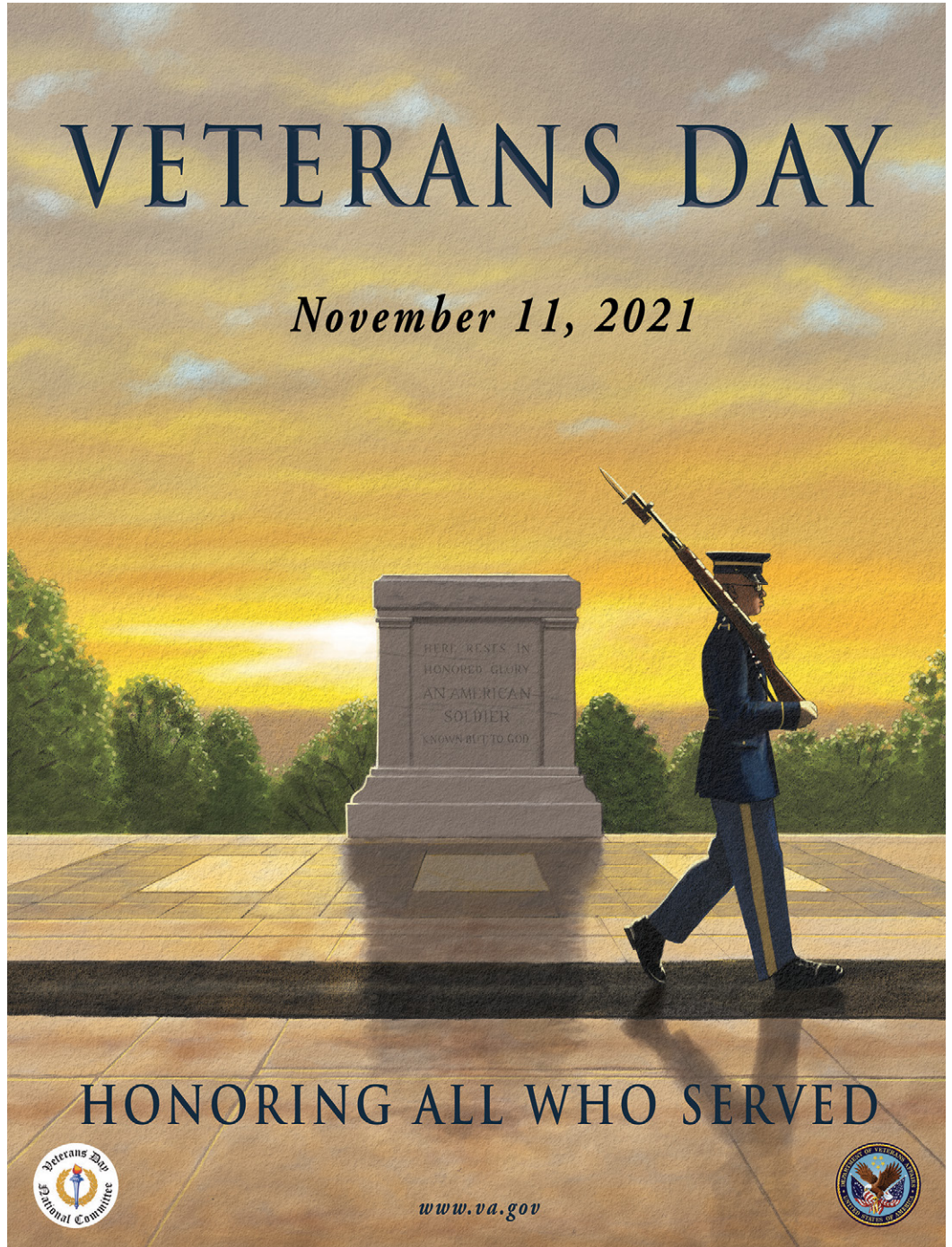
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