

A White Paper

Sea of Goodwill *Matching the Donor to the Need*

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Warrior and Family Support

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Sea of Goodwill

Matching the Donor to the Need

Introduction

“Our men and women in uniform stand watch abroad and more are readying to deploy. To each and every one of them, and to the families who bear the quiet burden of their absence, Americans are united in sending one message: we honor your service, we are inspired by your sacrifice, and you have our unyielding support.”¹ “And just as they must have the resources they need in war, we all have a responsibility to support them when they come home.”² - President Barack Obama

President Obama’s message is accurate. We, the citizens of the United States of America, have a responsibility to support our Service men and women for life. However, his comment should not be misconstrued as an indictment that Americans have not been doing so. The highest levels of government are so committed to this support that warrior and family support efforts are now incorporated into the national security decision making process during monthly Interagency Policy Committee and routinely held Deputy and Principal Committee meetings. Today, unlike any generation in history, citizens across the country are supportive in word and deed of the American Active Duty, Reserve, and National Guard Soldier, Sailor, Airman, Marine, and Coast Guardsman. Our nation is so full of support for our Service members it is difficult to illustrate all the organizations and individuals trying to do their part to support our veterans. Admiral Michael Mullen, the Chairman of the Joint Chiefs of Staff, calls this a “Sea of Goodwill” of American support.³ He notes, “The challenge...is how do you connect that sea of goodwill to the need?”⁴

¹ February 24, 2009 Presidential Address to Joint Session of Congress; Available from http://www.whitehouse.gov/the_press_office/remarks-of-president-barack-obama-address-to-joint-session-of-congress/; internet; accessed 9 February 2010.

² January 27, 2010 Presidential “State of the Union Address”; available from <http://www.whitehouse.gov/the-press-office/remarks-president-state-union-address>; internet; accessed 9 February 2010.

³ Mike Mullen, “Honoring life on Memorial Day” *The Washington Times*. May 26, 2008. Available from <http://www.washingtontimes.com/news/2008/may/26/honoring-life-on-memorial-day>; internet; accessed on 25 February 2010.

⁴ Brain Injury Research Warrants Urgency; available from <http://www.defense.gov/news/newsarticle.aspx?id=56537>; internet; accessed 9 February 2010.

In *On War*, Carl von Clausewitz identified cities, specifically capitals, as a nation's center of gravity because they are "the center of all political and social activity".⁵ They are designed to sustain the economic, political, and life support needs of not only the inhabitants of that city, but the entire national population. Our nation's cities and towns may also be described as a system of systems.

Shimon Naveh, the director and senior lecturer of the Department of History and Security Studies Program at the Cummings Center, suggested the aim of any system is its main source of strength.⁶ If one refers to Joint and Army doctrinal definitions as they relate to sources of power and physical strength, it follows that the aim of the system may be defined as the system's center of gravity. The aim becomes the center of gravity because if the aim is adversely affected, the system no longer functions effectively.⁷

The potential of the Sea of Goodwill is not just the nation's government, non-governmental agencies, benevolent organizations, and institutes of higher learning. Its potential is in the heart of our nation's communities – the citizens of those towns and cities. The aim of this Sea of Goodwill is matching donors with the needs of Service members, veterans, their families, and the families of the fallen.

The country understands the interdependent relationship and responsibility of all participants, military and civilian, to care for our veterans and families. However, we may not have a clear understanding of how each support the other. Some of us are sergeants, commanders, captains, and generals who lead men and women into harm's way on faraway fields to preserve liberty. Others are community leaders, college deans, CEOs, and presidents who lead

⁵ Carl Von Clauswitz, *On War* (Princeton: Princeton University Press, 1984).

⁶ Dr. Shimon Naveh was the Senior Lecturer of the Department of History and Security Studies Program and Director at the Cummings Center. Shimon Naveh, *In Pursuit of Military Excellence: The Evolution of Operational Theory*. Oregon: Frank Cass Publishers (1997).

⁷ Ibid

men and women in education, productivity, and change on the fields of capitalism and philanthropy.

There are at least 400,000 uniform resource locators (URLs) for donors - organizations that support our Service men and women. They include veterans' service organizations.⁸ Donors may also be found on sources like the National Resource Directory - a Web site, published by the Office of the Secretary of Defense, for wounded, ill, and injured Services members, veterans, their families, and those who support them.⁹ Other venues to locate support are collated on Web sites like "Warrior Gateway" or "military.com"¹⁰ They may also be institutions, businesses, healthcare facilities and organizations, financial institutions, and other infrastructure that advance society.

The Sea of Goodwill assists our veterans in achieving the capacity for greatness that exists in them, their families, and the families of our fallen as they transition into civilian society. A successful transition and continued support will enhance not only veterans and families, but also the community. A veteran comes from an experienced and talented group that has demonstrated a willingness to serve their nation and community. This paper will enable a shared vision that is understood by both civilian and military members. It will provide a suggested

⁸ Veteran's Affairs. "Veterans Service Organizations." Available at <http://www1.va.gov/vso/>. Inclusion of an organization in the directory does not constitute approval or endorsement by VA or the United States Government of the organization or its activities. Some VSOs are "chartered", which means they are federally chartered and/or recognized or approved by the VA Secretary for purposes of preparation, presentation, and prosecution of claims under laws administered by the Department of Veterans Affairs. Inclusion of non-chartered organizations does not constitute or reflect VA recognition of said organization and its representatives for purposes of representation of VA claimants."

⁹ National Resource Directory. Available at <http://www.nationalresourcedirectory.gov/>. The National Resource Directory (NRD) provides access to services and resources at the national, state and local levels that support recovery, rehabilitation and community reintegration. Visitors can find information on a variety of topics including benefits & compensation, education & training, employment, family & caregiver support, health, homeless assistance, housing, transportation & travel and other services & resources.

¹⁰ Business Executives for National Security. "Warrior Gateway." Available at <http://warriorgateway.org/>; "Military - All the Benefits of Service." Available at <http://www.military.com/>.

general azimuth towards which all of these diverse, well-meaning actors can channel their efforts to provide the most good for those they so strongly and lovingly wish to help.

Thesis

Returning to regular duty after exposure to combat is difficult, but with the right resources, reintegration into a known organization with familiar faces is achievable. In sharp contrast, a Service member faces enormous difficulties when trying to reintegrate into civilian society after facing combat, rigorous military training, or complicated recovery procedures after sustaining a wound, illness, or injury. As the political scientist and author Samuel Huntington pointed out, too often civilian society and military culture are the antithesis of each other.¹¹

This does not mean that our nation's communities are not supportive of the military. Instead, it means that a Service member's return to a civilian society, whether known or unknown, is different from a return to a known military unit. Societies in which a Service member grew up may or may not have changed, but invariably, the Service member will have changed in different ways from the society with which he was familiar.

Military norms and societal norms tend to differ. When complicated with a wound, illness, or injury, whether that wound is visible or not, the merging of these norms is difficult. Societal reintegration requires linked and integrated approaches to education, employment, healthcare, mentorship, spiritual support, housing, and support opportunities involving family, friends, and the community.

Given the current state of strong societal support and civilian-military relations at the grass-roots level, it is possible for communities and our nation to provide the "reintegration trinity" of education; a meaningful and secure career; and the ability to access quality, long-term

¹¹ Samuel P. Huntington. *The Soldier and the State: The Theory and Politics of Civil-Military Relations*. (Massachusetts: Belknap Press. 1957).

medical and psychological healthcare that is needed for our military veterans and their families to stay competitive and productive.¹² This support not only empowers veterans and families to lead a more productive life, it gives them the means to exercise a continuum of service to their community and/or the nation.¹³

End-State

The mission is to leverage the Sea of Goodwill to provide this trinity by matching donors with the needs of Service members, veterans, their families, and the families of the fallen as they transition. It is vital that we provide and support a lifetime continuum of care to our warriors, veterans, and families through access to education, employment opportunities, and healthcare for all who honorably served our nation. This will ensure they thrive as contributing members of their community.

Current Situation

The state of civilian support to our returning and reintegrating military, veterans, and families is high. Our nation is filled with countless donors. They are private, public, faith-based, governmental, and non-governmental organizations whose sole desire is to care for our warriors and families. Communities, comprised of colleges, universities, local agencies; the best of the many national-level wounded warrior and family programs; local benevolent organizations; and the generosity of the American people, are the foundation for the support needed to ensure and

¹² Representations of ideas, efforts, and techniques in this paper are provided by officers working for the Chairman of the Joint Chiefs of Staff from 2008 - 2010 tasked specifically with solving the problem of achieving improved quality of life for our service men and women, their families, and the families of our fallen. These officers include: COL David W. Sutherland, Mr. James Lorraine, COL Craig Osborne, COL Christian Macedonia, Chaplain (LTC) J. Maddox Woodbery, MAJ John Copeland, Maj John Hawkins, and CPT Dennis Skelton.

¹³ The idea of a “continuum of service” comes from an unpublished paper title “The Case for a (Distributed) National Service Academy: Putting our Veterans Back to Work” written by Hiram Chodosh and CAPT Wayne Porter, USN. “...Veterans can either be seen as an impending unemployment liability or as a wonderful untapped pool of experience and talent. Our country needs a structured program that can provide a continuum of service for our Veterans, while simultaneously satisfying the nation’s requirements for talented and experienced personnel across the spectrum of public service.”

improve long-term quality of life for veterans and families. The outpouring of concern and the subsequent movement to action on the part of millions of Americans to embrace warriors and their families is overwhelming. This is more than a pool of do-gooders—it is a Sea of Goodwill; our nation needs a method to navigate this sea.

A community-based solution is required for channeling the tide of this Sea of Goodwill to assist high-and low-risk Service members, veterans, and families as they adjust and reintegrate into civilian life.¹⁴ Prioritizing and linking the needs of warriors and families with donors in an organized fashion will allow a better application of resources. We can organize these efforts in a clear way; bridge the gap between Service and veteran transition; offer our wounded, ill, and injured a better lifetime continuum of care; and support them and their family.

The strength and competence of our all-volunteer force is essential to our national security. Just as speedy recovery is essential to our readiness for future operations, the knowledge that a warrior and his family will be supported and reintegrated into civilian society is essential to morale and maintaining our volunteer force. Americans must recognize their responsibility to ease the strains of the military and spread the demands of war evenly throughout society. The most practical and helpful way for citizens to fulfill their obligation is through practical support of the American military force during service and beyond.

The Family

The scope of this project is wide and the President’s message was clear – America must support its men and women in uniform and their families. That said, it is important to define

¹⁴ United States Code 37. “Pay and Allowances of the Uniformed services” (2003). Available from [section 411h\(b\) of title 37, United States Code](#). Accessed on 18 February 2010. Families defined as “(A) the member's spouse; (B) children of the member (including stepchildren, adopted children, and illegitimate children); (C) parents of the member or persons in loco parentis to the member, as provided in paragraph (2); and (D) siblings of the member. (2) Parents of a member or persons in loco parentis to a member include fathers and mothers through adoption and persons who stood in loco parentis to the member for a period not less than one year immediately before the member entered the uniformed service.”

“family” as it pertains to the Sea of Goodwill. The nation’s military family includes not just those men and women who serve everyday in uniform, but also those military and interagency service veterans who have taken off the uniform, through honorable discharge and/or retirement, in favor of returning to civilian life. Our military family also includes those wounded, ill, and injured warriors who are trying desperately to adjust to a new normal everyday. They may remain on active or reserve duty in a military community or have faced medical discharge from the Service they so loyally served. At the center of our nation’s military family is our Service members’ family. The families of our fallen and the families associated with each one of our returning, retiring, and reintegrating Service members must be supported by their community as they supported their loved ones during active duty.

The Community

No single agency or organization has the manpower, resources, or intellectual capital to provide a lifetime of care and support to our military family. We, as a nation, must build key partnerships and link national and local community efforts. If the Sea of Goodwill is leveraged by leaders and citizens wanting to contribute, the military family will strengthen our communities, which in turn, will strengthen our nation.

Local, state, and federal governmental agencies, and hundreds of non-governmental organizations, institutions of higher learning, local community-based organizations, and local businesses already provide many veterans and their families’ the inspiration, mentorship, resources, and focus to ensure success in post-Service life. Tying together the support offered by these organizations is the key concept of the Sea of Goodwill.

The Sea of Goodwill is not another social program. It does not advocate for new programs or negate those that are already ongoing. It simply attempts to tie together the actions

of the government and local communities so we, as a nation, can work as a team to provide the highest level of quality our veterans, Service members and their families deserve.

Objectives

Goal

The goal of the Sea of Goodwill is to link public, private, and governmental support for Service members; veterans; recovering wounded, ill, and injured warriors; Service member and veteran immediate family members; and the immediate surviving family members of Service members who have died in the line of duty, through a common understanding of what is required to ensure a sustainable life in civilian society. Education, secure employment, and quality health care, are the foundation upon which the Sea of Goodwill can build.

Objectives

The following objectives can be attained by communities using the Sea of Goodwill. Only through education; secure and fulfilling employment; and the ability to access health care, information, options, and services can our nation's Service members, their families, and the families of the fallen truly reintegrate back into civilian life and lead productive sustainable lives.

1. Service members, veterans, and families of the fallen have access, the financial means, and are competitive for admission to universities, colleges, trade schools, and other degree-producing institutions of higher learning.
2. Service members, veterans, and families of the fallen are competitive for employment after their transition out of Service.
3. Service members, their families, and the families of the fallen have access to health care, information, options, and services.

4. Link national, state, and local community outreach to Service members, veterans, their families, and the families of the fallen regarding quality of life opportunities.

A Model of Excellence

Many agencies and organizations are already providing unprecedented levels of support to our nation's Service members and their families. Each agency, organization, or individual provides a different expertise, contribution, or set of skills to reach a variety of differing objectives. Some of these are tied to mental and psychological health, some to education, many to quality of life, and still others to employment for wounded warriors. Some are simply trying to provide general information for reintegrating Service members, while others want to narrow their information to spouses of deceased warriors. These are all noble and vital. This Sea of Goodwill must be linked around the same objectives, with each agency, organization, community, or individual defining their own way to achieve one of the three sides of the reintegration trinity of education, employment, and healthcare.

The Wholistic Balance (The Trinity)

Throughout history, military philosophers have used a trinity as a tool to define and describe the necessary pillars of success in war. History has shown that if a force has any one side of their trinity out of synch with the other two sides, they will lose the war. Carl von Clausewitz, in his classic book *On War*, described the war trinity as (1) governmental policy, (2) military professionalism, and (3) popular support – with all three being equally significant.¹⁵

Although it is clear from his writings that Clausewitz was referring to popular support of the war in question, one can draw a deeper meaning from the term “support.” The whole of the nation must support the individual Service member as well. Education, employment, and

¹⁵ Michael Howard, *Clausewitz: A Very Short Introduction*. (New York, NY: Oxford University Press, 2002).

healthcare are the key components necessary to ensuring Service members and their families achieve this seamless transition back into civilian society. These three components make up the reintegration trinity.



*Figure 1 – Model of Excellence*¹⁶

Education

Thomas Jefferson said, “To penetrate and dissipate these clouds of darkness, the general mind must be strengthened by education.”¹⁷ The mortar of a community is its schools.

Institutions of higher learning link community, spiritual, business, social, and benevolent support to opportunities.¹⁸ Providing community and on-campus developmental programs will ensure

¹⁶ The “Trinity” of Education, Employment, and Access to Long Term Healthcare are the foundations or “Objectives” used to reach the overall goal of improved quality of life through matching donors to needs.

¹⁷ Thomas Jefferson, 1762-1826; Author. The Declaration of Independence; United States President (1801-1809); available from http://thinkexist.com/quotation/to_penetrate_and_dissipate_these_clouds_of/179252.html, internet; accessed 10 February 2010.

¹⁸ Using Institutes of higher education as a foundation for the “Sea of Goodwill” originated from Mr. Jack Lengyel, software executive and former sports official of Marshall University, University of Akron, Heidelberg College, Cornell, and the College of Wooster and Mr. Jim Lorrain, Special Assistant to the Chairman of the Joint Chiefs of Staff for Warrior and Family Support from June – October, 2009.

both growth and educational support to all veterans. Rising tides raise all boats. Educated veterans will not just improve themselves and their families; they will improve society through increased career performance and productivity to their community.

The Post 9-11 GI Bill provides the financial support to veterans for their education. But the non-financial issues such as belonging to a community or integrating into civilian life cannot be legislated -- they have to be part of the culture. This is how Sea of Goodwill helps us realize the full benefits of the GI Bill. Mentoring for families, paying for college preparation classes for children of fallen heroes, or providing full tuition for children or spouses of the wounded are all ways the Sea of Goodwill can help.

Employment

Approximately 300,000 Service members are currently working through the symptoms of post traumatic stress, and nearly 10 percent of Service members were either wounded or required hospitalization while in Iraq.¹⁹ As of 2007, over 1.8 million Service members have deployed since 2001. Of those, approximately 38 percent of all active duty Service members and 49 percent of the National Guard have reported psychological symptoms on post-deployment health assessments.²⁰ With growing operations in Afghanistan and other Overseas Contingency Operations, these numbers will only grow.

Our nation's wounded, ill, or injured Service members will likely seek to return to communities while recovering and/or determining how to adjust their life according to their injury or illness. No single group is most at risk. The warrior who served our nation, but never saw battle; the warrior who saw battle, but never was wounded; and those who bear the scars of

¹⁹ RAND Survey (2008), "One In Five Iraq and Afghanistan Veterans Suffer from PTSD or Major Depression;" available from <http://www.rand.org/news/press/2008/04/17/>; internet; accessed 10 February 2010.

²⁰ Department of Defense Task Force on Mental Health. *An achievable vision: Report of the Department of Defense Task Force on Mental Health*. (Falls Church, VA: Defense Health Board. 2007).

battle are all at some level of risk based on their own resiliency, abilities, social support, and initiative.

Rewarding and fulfilling employment in mainstream society is necessary, not only for financial well-being, but also for the mental and emotional support that a rewarding or satisfying occupation can provide. The sense of contribution alone may be enough to jumpstart the reintegration process. Employers must fully understand the unique aspects of some Service members. For example, the emotional strain and rigors of combat can reduce trust. Media and military culture can further erode a Service member's trust of the civilian population. Service members moving into a bottom line company may not feel as though team work, something ingrained in military culture, is appreciated or recognized. These perceived differences should not, however, preclude an employer from reaching out to the transitioned Service member. The experience, skills, and critical thinking abilities that help make our nation's military great are highly valuable to the civilian workforce.

A career though, is not just about the Service member who is employed. It is also about the employer and the bottom line. Although the Sea of Goodwill includes public and private institutions opening their doors to our Service family, we cannot let the Sea of Goodwill allow the Service member to become a charity case - quite the opposite is anticipated. An educated and healthy citizen with real experience, gained through military service, has a proven track record for increasing productivity and growing a business' bottom line.²¹

²¹ For example, United Services Automobile Association (USAA) shows military service in a post-military career is a force multiplier for increasing productivity and growing the bottom line of a business. Liz Conklyn, the executive vice president of People Services at USAA says, "The leadership traits, work ethic and shared experiences that come with being a part of the military community are a valuable asset and a key ingredient to our success in providing empathetic and best-in-class service to our customers."

Accessing Healthcare

To sustain growth, a steady, productive workforce must be healthy. If Service members and families are to reintegrate into society, a wholistic approach must be taken to ensure access to life-long, world-class quality health care is available.

Some Service members are suffering from combat and operational stress, Traumatic Brain Injuries, and traumatic loss of limbs, sight, and mobility directly incurred in service to their nation. Still other active and separating Service members are dealing with other non-combat related health issues. Although Service members wounded or injured in the line of duty are afforded top-notch health care through the Department of Veteran's Affairs, there remain many areas in which the systems that promote this world class health care can be improved.

Even some of the nation's best treatment facilities, including those in the VA, still don't fully understand the unique needs of our Service members. Post Traumatic Stress, Traumatic Brain Injury, and above-the-knee blast amputations are not something most health care providers are accustomed to treating. Tricare, Medicare, and Medicaid remain steadfast in covering the various aspects of healthcare for our transitioned Service members. There remain gaps, though, between services the provider will cover and the variety of procedures and recovery needed for some of the complex wounds and illnesses of our Service members.

Healthcare eligibility for the families of Service members remains problematic. Many family members of the severely physically and mentally wounded are forced to leave their jobs to serve as non-medical attendants and care givers. This effectively takes family members out of their employer's health care coverage and leaves them without access to healthcare.

Taking care of the families who are taking care of their loved one is essential to ensure a healthy family unit and an environment that promotes healing. The Sea of Goodwill can assist

by supporting the family member care provider in a variety of ways. Donations of tangibles can help, but equally important is the intangible of time. Elements of the Sea of Goodwill can volunteer to provide respite childcare to give the spouse a break, or can volunteer to run errands. These are ways, beyond governmental assistance, to assist family members as they provide direct care.

A healthy, working society is more productive. A healthy individual is also able to glean more from an education. An educated individual is more competitive and better able to serve as an employee in a community.

Focus.

The Sea of Goodwill is already established throughout the nation. Linking the Sea of Goodwill, and ultimately building and maintaining it as a long-term solution to military family support, requires a concerted effort and continuous refinement.

Focusing the Sea of Goodwill requires employing four fundamental aspects of management and growth. They are Leading, Caring, Training, and Maintaining. None are independent and individual failures in one area can be improved by strength in another area. This is total commitment of effort to ensure our Service members and their families are educated, employed, and cared for with the ability to access long-term, world-class healthcare.

Leading

The Army defines leading as “influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization.”²²

Leadership in the Sea of Goodwill takes many forms. Community leaders may provide the motivation to the community organizations or individuals needed to direct their goodwill to the

²² FM 6-22 - *Army Leadership Competent, Confident, and Agile*. (Headquarters, Department of the Army, Washington, DC, 2006).

right individual. These same organizations may, in-turn, provide the direction a Service member or family needs to locate the available resources, thus giving purpose to their reintegration. The efforts will only get better through understanding, training, and preserving the hard work and pool of resources.

Caring

The military uses the term caring as empathy or “the ability to see something from another person’s point of view, to identify with and enter into another person’s feelings and emotions.”²³ This definition of caring is most fitting to the Sea of Goodwill because of the emphasis placed on understanding a fellow man’s viewpoint and background.

Service members endure different hardships from those experienced by civilians. These hardships are not necessarily more difficult or nobler, but different. Our military attempts to address these differences with its serving members as they separate. Of course, the lifestyle change at the end of military service is hard for many Service members to adjust quickly. Communities must attempt to recognize the difficulties a separated Service member may be going through as they return to their community.

Training

Merriam-Webster defines training as “to teach so as to make fit, qualified, or proficient”.²⁴ To this, we might also add that training can also make one more aware. The dress-right-dress “gray buildings” that Huntington so poignantly refers to as “military” is not a reality in civilian life.²⁵ An Iraq or Afghanistan trooper suffering daily from Traumatic Brain Injury, maneuvering

²³ FM 6-22 - *Army Leadership Competent, Confident, and Agile*. (2006). Headquarters, Department of the Army, Washington, DC, 2006).

²⁴ Merriam-Webster Dictionary. Available from <http://www.merriam-webster.com/dictionary>. Accessed on 13 February 2010.

²⁵ Samuel P. Huntington, *The Soldier and the State: The Theory and Politics of Civil-Military Relations*. (Massachusetts: Belknap Press, 1957).

a new prosthetic leg, or experiencing the struggles of Post Traumatic Stress as well as the recent widow with three children just trying to make it to the end of the day, may be hard for a town not yet affected by the war to truly embrace. Educating communities, as well as our Service members, on effective ways to integrate both is a key to success.

Maintaining

Maintaining is “To continue; carry on, keep up; Preserve or retain; Sustain.”²⁶

Maintaining should not be confused with stagnation or lack of growth. Community leaders developing systems and synchronizing efforts towards education, employment, and healthcare must build the Sea of Goodwill and maintain that new threshold. Alternatively, maintenance refers to the relationships established between the Sea (the thousands of donors) and the family (the military, Service members, veterans, and families). If the military and this Sea of Goodwill fail to maintain the momentum of this concerted effort, our nation’s troops, their families, and our communities will suffer.

²⁶ *The American Heritage Dictionary, New College Edition*. American Heritage Publishing Company., INC. Boston, 1975).

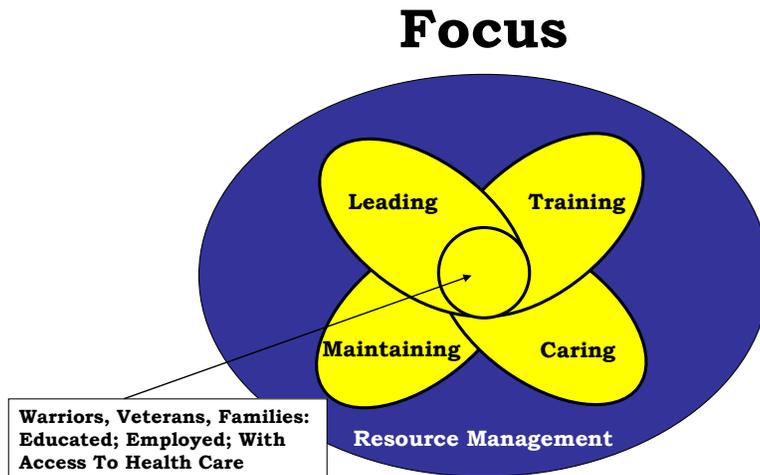


Figure 1 – Focus²⁷

Implementation

Any planner will tell you that a project is 80 percent planning and only 20 percent execution. That certainly holds true for a new project, but is hardly so simply stated for one already in motion. Synchronizing a series of on-going projects is akin to turning a fleet of carriers in a small harbor. It takes precision, skill, and coordination. But most of all, it takes communication to successfully start off in a new, unified direction once again. Successfully streamlining the efforts can be done in three phases – Planning and Garnering Support, Implementation and Assessment, and Reform.

Phase I: Planning and Garnering Support

This phase is ongoing. Selected institutions of higher learning, non-profit organizations, non-governmental organizations, community leaders, and businesses are the key players in what

²⁷ The “Focus” Ven diagram is designed to illustrate the interconnectedness of Leading, Training, Maintaining, and Caring as related to Warriors and Families reaching the Trinity.

is already a strong Sea of Goodwill. Each have “nuggets of gold” placed throughout the system.²⁸ Accurately identifying these donors and matching needs to their on-going support is essential.

Education is the foundation of the trinity and necessary for successful reintegration of our Service members and their families. Whether it is through sports or education, colleges and universities are, unequivocally, the hub of many communities. Businesses provide input and best practices regarding hiring opportunities and business expectations of our reintegrating Service members and their families. Selected health care systems are essential to maintaining focus on the healthcare segment of the trinity. Non-profits and non-governmental organizations have already given so much and are dedicated to continuing their support. Without them, the Sea of Goodwill would not exist.

A rudimentary framework for consideration to continue planning is:

1. Analysis of preexisting governmental structures, donors, and institutions that assist our veterans and their families.
2. Identification of gaps and seams that exist in resources, requirements, information, and an understanding of the unique needs of Service members, veterans, their families, and the families of the fallen.
3. Identification of resourced agencies (domestic & local, national, governmental, non-profit, or NGO) tasked against the trinity of education, employment, and healthcare.

²⁸ On 11 February 2010, Admiral Michael Mullen referred to the many organizations, agencies, communities, and individuals already supporting warriors, veterans, and families – the donors – as “nuggets of gold” He stressed the need to align the right donor to the need.

4. Synchronized ways in which a community (or multi-lateral organization such as a district/region) communicates with citizens, donors, institutions, and other governmental/non-governmental organizations.

The intent behind the formulation of planning and garnering support is the advancement of programs, communities, and societal institutions and capabilities to a point of improved quality of life for our veterans and families.

Phase II: Implementation and Assessment

National implementation is the organized linkage of efforts to meet the unique needs of warriors and their families. This is done by community leaders using resources available from donors across the spectrum of institutions, government agencies, and benevolent groups throughout the nation. Jack Lengyel calls this collective group “Community Action Teams.”²⁹ These teams are a way for communities to pull together and organize their Sea of Goodwill. Application criteria at the local level should assess the donor’s ability to meet the needs using the following criteria: Enduring vice Temporary; Responsive vice Bureaucratic; Personal vice Impersonal; Adaptable vice Cumbersome; Discreet vice Indiscreet; Unique vice Specialized; Peer-to-Peer vice Directed; Honest vice Regulated; High quality vice Good. Assessing these criteria will allow community leaders to develop for the long term.

Phase III: Reform

This phase will be enduring. It will take into account changing economic and security situations that affect our Service members, and evolving science that changes educational and healthcare practices. Reform is a nuanced and time-intensive undertaking requiring the

²⁹ The Community Action Teams (CAT) model was created by Jack Lengyel as a way to collate the available support to a community’s reintegrating warriors and families. The CAT provides the leadership needed to organize the information and available resources. Resources may come from Non-Governmental Organizations, Federal and State Organizations, and Donors. Information may come in the form websites like Warrior Gateway or Military.com. These teams can manage smaller, more focused teams to assist individual and family needs.

understanding and assimilation of lessons learned, both internal and external, as well as a desire to progress, rather than looking to the past. Local community leaders must allow for and encourage reform efforts while accepting support, resources, and expertise from partner organizations and institutions. As government efforts and legislation take hold, the need for donor support should take an ever decreasing supporting role and begin to fade into the background.

Conclusion

The men and women of our all-volunteer force have already demonstrated they are willing to serve the nation. The objective is building capacity within our local communities to assist Service members, veterans, and their families. This capacity must outlive current conflicts and be comprehensive enough to link donors from an existent Sea of Goodwill to unique and special needs.

To build or rebuild a capability is to assume that either it does not exist, that it is adequate in nature yet not fully linked, or that it is inadequate to meet the needs that exist. While the first may be easily proven, the latter two requires an in-depth assessment. The building or rebuilding of basic necessities, care for the visible and invisible wounds, and reintegration with families is an absolute requirement for short-term stability. Yet the building or rebuilding of larger entities such as education, employment, and access to healthcare for life, require a more sophisticated analysis of the needs and the local society's donor support. Rather than simply stating our objective is to enable our veterans and their families, and to link support mechanisms, we should seek to reform our institutions to a standard and capability that will offer a better chance of sustaining for the long haul.

To plan, implement, and reform local efforts at the grass root levels and societal institutions is not a national-level task. It is imperative that the reform requirements be evaluated and analyzed at the community level to ensure donor support is actually meeting the needs. All relevant departments, agencies, institutions, and benevolent organizations at the national level and local level must be brought into the planning process at inception, if the extent of their required involvement is to be realized.

Experience has shown that true reform is impossible without developing a robust civilian society upon which cultural institutions are grounded. Likewise, civilian society, by its very nature, is derived from grass roots initiatives. Civilian society grows when citizens join together for the betterment of each other and their cultural entities. The Sea of Goodwill improves outcome and closes gaps that exist in the transition of our military veterans into civilian society.

Just as the Greatest Generation was, today's young veterans are our future leaders. Supporting them now will ensure the cycle of volunteerism and provide opportunities for the continuum of service needed to keep hope alive for generations of warriors to come.

“There's a lot of change going on...how we touch people throughout our country that are out there in what I call this sea of goodwill, who want to help our people and their families...we have got to figure out a way to do that.”

– Admiral Michael Mullen, United States Navy ³⁰

³⁰ Military Health Systems Conference. The Chairman of the Joint Chief's of Staff Address. 15 January 2010.