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ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-1400

PUBLIC AFFAIRS

28 AUG 1997

Dr. Alison Alden  
800 Boylston Street  
Marketing, Sales and Service Organization  
Boston, MA 02199

Dear Alison,

It has been a while since I've checked in with my JCOC 59 friends, so I thought I'd take advantage of an unusually quiet August to get re-acquainted.

JCOC 60 was a tremendous success. This year we added the Coast Guard to the agenda and actually spent a night aboard an aircraft carrier where we observed night flight exercises. Spectacular! I'm enclosing a copy of the notes of their Sunday wrap-up session, for your information.

JCOC 60 was my last JCOC, at least for a while. We have a new deputy onboard, Doug Wilson, and he's planning JCOC 61. I'm turning my attention to working with Partnership for Peace (PfP) nations on their military-media relations. Although I will sorely miss JCOC, PfP is very rewarding work for me. I've travelled to Hungary, Poland, Czech Republic and Romania, and in June, I sponsored a PfP conference in Germany attended by senior public affairs representatives from 24 countries. Soon, I'll be travelling to Russia, Ukraine and Slovenia. So you can see I'm keeping busy.

I want to stress, though, that although I am turning JCOC over to someone else, I am not planning on losing touch with you and your comrades -- nor do I intend for you to lose touch with me. Please let me know how things are going. I hope you haven't lost my address, but just in case, here it is:

1400 Defense Pentagon  
Room (b)(6)  
Washington, DC 20301-1400  
Phone: (b)(6)  
Email: [REDACTED]

I hope everything is going well for you and that I'll hear from you soon.

Sincerely,

Clifford H. Bernath  
Principal Deputy Assistant Secretary  
of Defense for Public Affairs

## **JCOC 60 Wrap-Up**

**(NOTE: This list is a summary of inputs from JCOC-60 participants at the closing session on May 11, 1997.)**

### **I. Impressions: What we felt as a result of the JCOC experience.**

- Military faces tough communications problems with civilian community.
- Believe the training given to the military today is superior and has produced a quality force
- Overall, today's military is characterized by:
  - Good people                      Good leadership
  - Good equipment                Good training
- Military is learning from past experiences and mistakes
- Quality of the service member is characterized by:
  - Dedication
  - Great work ethic
  - They demonstrate a "true spirit"
  - Military people possess a high degree of honesty and a lack of defensiveness
  - The enlisted are smarter, brighter, community oriented, etc.
- Training is essential
- The volunteer Army is working
- Quality of life for families is not working
- However, equipment needs to be updated which is not done regularly
- Downsizing is hurting
- There is a lack of diversity among leadership

### **II. Insights: What we learned from the JCOC experience.**

- Civilian community must take better care of their military
- Much outdated equipment. Need to strongly support the DOD budget
- It is time to generate new thinking on the military organization and how it functions:
  - Do we need the four branches of the military?
  - Military needs new and clearer priorities
  - Balance between hi-tech equipment and better equipping the ground combat soldier. (Military can buy new planes, but unable to outfit the Marines [the individual soldier] properly.)
  - We need productivity on newer structures
  - Do we need four special operations organizations?
  - How can we get civilians into the QDR process?
  - How can we get feedback to the Pentagon?
- The military is not telling its story well
- The volunteer Army is working well
- The military is qualified and responsible
- We need Base Realignment and Closure (BRAC)

**III. Impacts: Actions resulting from impressions and insights.**

- Meet with the media and have them cover the service branches
- Tell our story to other opinion leaders
- Educate the public
- Talk with local military organizations
- Support the military
- Learn more about the military
- Become more proactive based upon our JCOC experience.
- Op-ed pieces
- Go to high schools and tell the JCOC story and experiences
- Support funding for specific programs through government officials
- Push for funding for new equipment
- Share articles, speeches, presentations and other information between JCOC, DOCA and DOD
- Develop a partnership between the entertainment industry and the military

**IV. Implications: Desired results of actions.**

- Provide information to better inform the public
- Remove myths
- Communities can help to increase morale and show that "we care"
- Although the military is used to "taking care of its own," support to military families should also be provided by communities