



MESSAGE FROM THE PRESIDENT

I am honored to serve as your new President and privileged to be associated with the noble mission of Judge Advocates and practitioners of military law. It is remarkably gratifying to be part of an organization that represents the best in two great professions, the profession of law and the profession of arms. As the premier professional legal association for the military bar, we have a duty to represent the interests of practitioners, as well as to serve as guardians of the military legal system.

To that end, I ask that our members look for opportunities to become more energetically involved in our association. Participate in events like “Jobs for JAGs” and the annual awards dinner, join the JAA Inn of Court, write “think pieces” for the quarterly newsletter and web-site, and recruit new members. Please let me know how our association can be more engaged, responsive and relevant. Send me an email at mwarren@innsofcourt.org and stay tuned for how your suggestions helped build the strategic goals of our association.

Major General Altenburg leaves huge shoes to fill and I thank him for his leadership, dedication and service as President. He is a tough act to follow. With your help, I am confident that we will continue to build on General Altenburg’s success and move to even higher levels.

Thank you for the opportunity to serve.

Marc Warren
Colonel, USA (Ret.)

WHAT'S INSIDE

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UPCOMING EVENTS

**OCT
8-10**

The Navy-Marine
Corps Retired Judge
Advocates Association

Reunion will take place October
8th – 10th, 2010 at the Union
Station Marriott, St Louis, MO.
For more information visit:
www.nmcrjaa.org.

**OCT
13-17**

The Air Force Retired
Judge Advocates
Association Reunion

will take place October 13th -
17th, 2010, Flamingo Las Vegas
Hotel, Las Vegas, NV.

**OCT
15**

The Appellate
Advocacy Symposium
is scheduled for Friday,

15 October, 2010, at George
Mason Law School.

This event is co-sponsored
by the United States Court of
Appeals for the Armed Forces
and the Judge Advocates
Association. For information
about this event, please contact
CPT Joshua Johnson at:
joshua.johnson34@us.army.mil.



EXPERIENCES OF A NEW JUDGE ADVOCATE AT THE DEEPWATER HORIZON RESPONSE

By Lieutenant Michael O. Walker,
Judge Advocate, U.S. Coast Guard

In May 2009, I was Of Counsel to a small law office in Paducah, Kentucky, preparing for custody and guardianship hearings, eagerly awaiting the response to my application to be a Direct Commission Lawyer with the Coast Guard. I did not know that one year later I would be serving on the legal staff for the Unified Area Command (UAC) and Federal On-Scene Coordinator (FOSC) for the Deepwater Horizon Response.

I was assigned from May to June 2010 to the UAC in Robert, Louisiana as a Staff Attorney for the Unified Area Command's Legal Officer, who at that time was Commander John Nolan, USCGR. At peak, we had five attorneys working on a variety of legal issues related to the Response. Moreover, as part of the initial staffing to the UAC, we also were responsible for setting up the legal office and working with the other Coast Guard, Federal Agency, BP, and TransOcean representatives at

the UAC.

Most of the legal issues we handled fell into three broad categories:

- **Issues relating directly to the response and response operations;**
- **Records retention and disclosure;**
- **Personnel management, ethics, and potential discipline issues;**

Response-related issues related to large policy-related issues such as the legal authority for the UAC and FOSC to take certain actions, to more specific questions as to whether a foreign-flagged vessel potentially being tasked to the response might need a waiver under the Jones Act to bring skimmed oil to a U.S. port. For example, while in Mobile for a short time I worked on reviewing a request for a large skimming vessel to receive a waiver under the Jones Act. I also worked with public affairs to respond to media questions regarding legal authority.

Records retention and disclosure was a particularly important issue. Since the UAC was

comprised of representatives of the responsible parties (BP & TransOcean) and regulatory authorities (Coast Guard, Department of the Interior, Environmental Protection Agency), all information being collected at and distributed from the UAC could, at any time, be subject to FOIA requests or be needed for discovery. This incident is the subject of some of the largest investigations and potential litigation in recent history. All entities involved had a different need for the information. I would work with both Coast Guard and BP personnel in the Documentation Unit at the UAC to monitor records retention policy and ensure that certain critical documents were archived.

Finally, since uniformed Coast Guard personnel staffed the response, there was often a need to provide guidance on personnel, ethics, and potential discipline issues -- How does the Uniform Code of Military Justice (UCMJ) apply at the UAC? What is the non-judicial punishment authority under Article 15, UCMJ? Can a Coast Guard member eat a meal provided by BP? What are the limits to using the Government Vehicles deployed to the response? These are just



several of the issues on which I worked.

While this work may provide a vision of lawyers huddled by phones, researching law and regulations, and typing comprehensive memoranda, we spent most of our time out and about with our “clients.” For example, I often attended the UAC Command and General Staff meetings, where the section chiefs from different areas (e.g., logistics, public affairs, and planning) would provide updates, and the Command and General Staff would address any concerns. In another role, I worked with representatives of the National Geospatial Intelligence Agency regarding imagery issues.

In whole, the experience was once in a lifetime. As a lawyer and new Judge Advocate, I appreciated the opportunity to work on unique legal issues for one of the largest environmental incidents in history. I equally appreciated the opportunity to grow as a Judge Advocate and, more importantly, an officer with America’s Maritime Guardian.



INDEPENDENT REVIEW PANEL TO STUDY JUDGE ADVOCATE REQUIREMENTS IN THE DEPARTMENT OF THE NAVY

**By Colonel Dwight Sullivan,
U.S. Marine Corps (Ret)**

The Department of Defense Authorization Act for Fiscal Year 2010, Section 506, established “an independent panel to review the judge advocate requirements of the Department of the Navy.” Nat’l Defense Authorization Act for Fiscal Year 2010, Pub. L. No 111-84, § 506,123 Stat. 2190, 2278 (2009). The 506 Panel, known by the statutory section that created it, is tasked with studying “the policies and management and organizational practices of the Navy and Marine Corps with respect to the responsibilities, assignment, and career development of judge advocates for purposes of determining the number of judge advocates required to fulfill the legal mission of the Department of the Navy.” Congress specifically directed the panel to:

(A) review the emergent operational law requirements of the Navy and Marine Corps,

including requirements for judge advocates on joint task forces, in support of rule of law objectives in Iraq and Afghanistan, and in operational units;

(B) review new requirements to support the Office of Military Commissions and to support the disability evaluation system for members of the Armed Forces;

(C) review the judge advocate requirements of the Department of the Navy for the military justice mission, including assignment policies, training and education, increasing complexity of court-martial litigation, and the performance of the Navy and Marine Corps in providing legally sufficient post-trial processing of cases in general courts-martial and special courts-martial;

(D) review the role of the Judge Advocate General of the Navy, as the senior uniformed legal officer of the Department of the Navy, to determine whether

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INDEPENDENT REVIEW PANEL TO STUDY JUDGE ADVOCATE REQUIREMENTS IN THE DEPARTMENT OF THE NAVY (CONT)

additional authority for the Judge Advocate General over manpower policies and assignments of judge advocates in the Navy and Marine Corps is warranted;

(E) review directives issued by the Navy and the Marine Corps pertaining to jointly-shared missions requiring legal support;

(F) review career patterns for Marine Corps judge advocates in order to identify and validate assignments to nonlegal billets required for professional development and promotion; and

(G) review, evaluate, and assess such other matters and materials as the panel considers appropriate for purposes of the study.

Id.

The congressionally mandated review follows the decision in *United States v. Foster*, No. NMCCA 200101955, 2009 WL

382002 (N-M. Ct. Crim. App. Feb. 17, 2009), in which the Navy-Marine Corps Court of Criminal Appeals set aside a Marine sergeant's court-martial conviction for raping his wife, concluding that the evidence was factually insufficient to prove his guilt. But by the time the Navy-Marine Corps Court ruled on the case, Sgt Foster had already served almost ten years of confinement at the United States Disciplinary Barracks. This matter prompted a review of judge advocate requirements within the Department of the Navy.

The five members whom the Secretary of Defense appointed to the 506 Panel are two former Department of Defense General Counsel, Daniel J. Dell'Orto, who is the Panel's Chairman, and Judith A. Miller; former Principal Deputy General Counsel of the Navy William Molzahn; Retired Marine Lieutenant General

Henry P. Osman, former Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs; and Retired Rear Admiral James E. McPherson, former Judge Advocate General of the Navy.

The 506 Panel held a public meeting on 1 September, at which it heard presentations by the Judge Advocate General of the Navy, Vice Admiral Houck, and the Staff Judge Advocate to the Commandant of the Marine Corps, Major General Vaughn Ary. The 506 Panel is still in operation, with follow-on meetings scheduled for 6 and 13 October. The process has been remarkably open, with key documents and presentations posted on the internet. The 506 Panel's report is due within 120 days of its first meeting. This is an important and historic study of the uniformed legal community in the Department of the Navy. media questions regarding legal authority.

Records retention and disclosure was a particularly important issue.



A JAG'S JOURNEY

**1LT Scott Goldman
Graduating
September 2010**

The metaphor used to describe Army Judge Advocate training is that we learn by “drinking from a fire hose.” It’s impossible to take in everything that strikes you, but you have to try your best. Well, after more than two months at the hose, we are about to graduate from The Judge Advocate General’s Legal Center and School (TJAGLCS) as Judge Advocates.

Our first two weeks at Fort Lee seem like ancient history now. There, we met each other and underwent Army inprocessing and orientation. We also spent several days practicing basic soldiering skills – including one fun day at a pistol range and one

not-as-fun day learning how to use protective equipment in a tear gas chamber. (The spectacle of most of us exiting the chamber red-faced and in tears made the event at least funny, if not fun.)

Legal training began as soon as we arrived at TJAGLCS in Charlottesville, Virginia. Class at TJAGLCS reminds me of law school, but it is more practice oriented. Although we learn about the theories that animate subjects like administrative law or criminal law, we focus more on how to actually navigate the Army’s complex administrative systems or how to conduct courts-martial.

The idea that I will practice law as a Judge Advocate in a few months is daunting, and the transition from civilian to Soldier has been difficult. But I love serving in the Army. My friends and I joke that we may have the best job in the world, being



paid to hone our legal craft while improving our bodies and minds. Every day is different, and the good days outnumber the bad ones.

The greatest challenge is learning how to become an “officer.” I have never had to learn an entire new manner of bearing. It’s not like learning a new academic subject or even a new technical skill, with a method of practice and an eventual outcome of success or failure. Rather it’s like constructing a building out of hundreds of small, daily successes and failures. How one speaks, acts, and holds oneself all contribute to whether one’s conduct matches the rank on one’s uniform. The hardest lesson so far is that signing our commission papers might give us rank, but to be an officer, you have to earn it. Meeting this challenge is something new to me, but our dedicated Cadre, faculty, and student leadership help me in this transition every day.

We graduate from TJAGLCS and become certified as Judge Advocates this week. We will then begin our training in more specific military skills at the
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A JAG'S JOURNEY (CONT)

Direct Commission Course at Fort Benning, Georgia. It will be six weeks at the home of the infantry. I have learned so much from my instructors and my peers, and I look forward to learning even more.

Disclaimer: Please note that the opinions in this commentary represent only the opinions of the author in his personal capacity. This commentary does not express the position of the U.S. Army, the Army JAG Corps, or the U.S. Government. Nor does this commentary represent an endorsement of the Judge Advocates Association by the U.S. Government.

DEEPWATER HORIZON RESPONSE - THE ROLE OF COAST GUARD JUDGE ADVOCATES

By Mr. Calvin Lederer, Acting Judge Advocate General, U.S. Coast Guard

On 20 April 2010, an explosion on board the Deepwater Horizon Mobile Off-Shore Drilling Unit (MODU) caused the loss of eleven lives, subsequent sinking of the unit, and an oil spill from the damaged well head. On 15 July, 86 days after the oil began to spew into the Gulf of Mexico, BP finally capped the well, under the close supervision of Federal officials, and a science team led by the Secretary of Energy, Dr. Steven Chu.

The well head was an exploratory well of the Macondo Prospect lease held by BP in Mississippi Canyon Block 252. The Deepwater Horizon was 40 miles from the mouth of the Mississippi River where it was drilling 7,000 feet below the sea floor which itself was 5,000 feet below the ocean's surface. This unit, although it drilled exploratory wells, was considered a vessel and, therefore, the Coast Guard had regulatory interest in it. The Coast Guard was involved

with the regulation of the unit and in the immediate response efforts. The explosion, fire and sinking, resulted in a severed riser connection between the rig and the well head at the sea floor and subsequent uncontrolled oil spill directly from the well head. Upon discovery and awareness of the crude oil discharge, the position of the Federal On-Scene Coordinator (FOSC) was established and immediately elevated from a Coast Guard officer in the paygrade of O-6, as contemplated in the NCP, to an officer in the paygrade of O-8, Rear Admiral Mary Landry, U.S. Coast Guard, Commander, Coast Guard 8th District.

On 20 April, Rear Admiral Landry directed Sector New Orleans as the Search and Rescue Coordinator while BP and Transocean, owner and operator of the rig, fought the fire. On 22 April, the rig sank with 700,000 gallons of diesel fuel on board, triggering activation of the National Response Team pursuant to the 1968 National Contingency



Plan (NCP). Operating under the National Incident Command System, the incident command post brings together a wide variety of agencies at the federal, state, and local levels, together with responsible parties, under the direction of the Coast Guard Federal On-Scene Coordinator (FOSC). Although the FOSC is vested with enormous authority to direct government and private actors and resources, the fundamental principle underlying operation of the National Incident Command System and Homeland Security's National Response Framework is unity of effort rather than command.

Captain Dave Nichols is Rear Admiral Landry's Staff Judge Advocate. Recognizing his experience as a marine inspector, as Chief of Environmental Protection in Galveston, and his role as lead investigator into a catastrophic oil spill in Galveston Bay, Rear Admiral Landry appointed Captain Nichols as Chief of Staff in the new Unified Area Command (UAC). He deployed forward to Robert, LA, where the UAC was established and oversaw the growth of the command post from nothing to over 2,000 responders from the Coast Guard, other federal and state agencies, and BP, operating

24 hours a day. By 29 April, Day 9, two incident command posts had been established under the UAC: in Houma, LA, and in Mobile, AL, each commanded by the sector commander in that area.

Captain Steve Poulin, Commander Sector Mobile and a judge advocate, passed command of his sector to his deputy and directed response operations as incident commander in Mississippi, AL, and the pan-handle of Florida. Captain Poulin remains the Mobile Incident Command Post Commander today performing the essential function of maintaining the balance among Federal, state, and local responders.

As the oil slick grew enormously so did operations tempo in the Gulf and in Washington D.C. With growing concern over the geographical sweep and potential damage, the Department of Homeland Security Secretary Janet Napolitano asked for options to scale up command and control of the operation. The Deepwater Horizon was declared a Spill of National Significance (SONS). Former Commandant of the Coast Guard, Admiral Thad Allen, was named the National Incident Commander (NIC) and Rear Admiral Paul Zukunft,

the SONCS 2010 exercise director, became the Deepwater Horizon FOSC. Once the NIC was designated, another Headquarters (HQ) grew from nothing to a staff of 200 at Coast Guard HQ in order to man the NIC. Commander Tom Emerick, curtailed his tour at the U.S Northern Command Staff Judge Advocate office and reported as the first NIC Legal Advisor. He, and his successors, were supported by a second judge advocate, to include Lieutenant Commander Brian Robinson and Commander Kevin Bruen.

In the typical oil spill, there are no assigned judge advocates; however, for this situation, it was different from the beginning. The UAC legal staff topped out at five lawyers, as well as documentarians and paralegals. Houma and Mobile were served mostly by one on-site counsel, including active duty and reserve judge advocates or civilian lawyers (judge advocates from the 8th District Staff Judge Advocate Office, including Lieutenant Commander Melissa Harper, Staff Judge Advocate from the 13th District to Coast Guard Liaison Officer in Bahrain, Captain Mike Lodge, and a Reservist, Commander
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DEEPWATER HORIZON RESPONSE - THE ROLE OF COAST GUARD JUDGE ADVOCATES (CONT)

John Nolan, associate of Steptoe & Johnson, who was activated to lead the UAC legal staff through the height of the response). This diverse team of legal professionals grappled with extraordinarily difficult and novel legal issues. Commander Nolan sorted through Louisiana's demand for Corps of Engineers permits and BP funding to build \$360 million worth of barrier islands to block the oil. He recalls his time was marked by the rapid mobilization, the first shoreline impacts, failed containment attempts, and significant issues about the flow rate and equipment delivery. Captain Lodge was key to keeping response efforts on track. Knitting all of this together was the reachback to the Office of the Judge Advocate General in Washington, D.C.

At the same time the SONS was declared, Coast Guard lawyers joined in briefing Assistant Attorneys General at the Department of Justice (DOJ), and attorneys from the White House Counsel's office and the Office of Management

and Budget. Three days before, Coast Guard attorneys completed negotiations with the Department of the Interior on a Statement of Principles that would be the basis for a Joint Investigation into the cause of the explosion, sinking, and well failure – which would be the first of more than a dozen inquiries into the incident. Lieutenant Commander Jeff Bray, a judge advocate with significant experience as a marine investigator in prior service, became the legal advisor to the Joint Investigation. The Joint Investigation has held 11 days of hearings in three sessions. Additional hearings will be held before the final report is presented.

When DOJ announced it was opening a criminal investigation, the Coast Guard assigned counsel and investigators to that effort as well. When legislative restrictions barred sufficient access to the principal of the \$1.5 billion Oil Spill Liability Trust Fund, Coast Guard lawyers drafted legislation to open the fund and testified on Capitol Hill

where curative legislation was passed in a couple of weeks. When oil skimming vessels were in short supply at the peak of the spill, Coast Guard lawyers drafted a rule to lessen the spill response preparedness burden on other sections of the country with the assistance of other agencies and published a rule after White House clearance in a single week.

At its peak, responders to this incident numbered over 45,000. Over 2,300 Coast Guard men and women deployed, with a significant proportion of that from the reserve. Thirty six Coast Guard cutters skimmed oil, patrolled closed fisheries, or led task forces of over 3,100 vessels of opportunity assisting in response activities. Almost 100 government and private aircraft spotted oil to skim and burn or to position boom. Almost 12 million feet of boom was deployed to protect 640 miles of impacted shoreline. Almost 2 million gallons of dispersants were applied on the surface, from the air, or at the source. A scientific team led by National Oceanic and Atmosphere Administration estimates that 75% of the estimated 3 to 5.2 million barrels gallons of oil was either captured,



burned, or biodegraded. Coast Guard judge advocates continue to support the remaining response activities, the eventual demobilization of this enormous response organization, and support investigations, claims, and litigation that will continue for years.

ARMY JAGC UPDATE: JUDGE ADVOCATE OFFICER INCENTIVE PROGRAM

By Colonel Kathryn Stone, U.S. Army
(Ret)

The Army Judge Advocate Officer Incentive Program (JAOIP) was created to facilitate accession and retention of lawyers in the Regular Army (Active Component) Judge Advocate General's Corps and, as such, is limited to Regular Army officers on the Active Duty List (ADL) in the rank of Lieutenant through Major who meet specific eligibility criteria. All programs are subject to availability of funds. The JAOIP

includes the following incentive programs:

a. Student Loan Repayment Program (SLRP). The SLRP, which began in May 2009, was designed to encourage lawyers to assess onto active duty as a Regular Army (Active Component) Judge Advocate. It is intended to assist in the repayment of student loans incurred prior to assessing onto active duty as a Judge Advocate. The maximum reimbursable loan amount is \$65,000 for eligible loans, and the Active Duty Service Obligation (ADSO) is four years in the Regular Army Judge Advocate General's Corps. The initial payment under SLRP occurs after a Judge Advocate has served a full year on active duty; the first 50 officers eligible for SLRP received payments totaling \$1,027,000.

b. Judge Advocate Continuation Pay Program (JACP). The JACP was created to encourage Judge Advocates in the rank of Captain to remain on active duty. The total JACP is \$60,000 and it is paid in two yearly installments: one payment of \$30,000 upon approval of the application after completion of the officer's initial ADSO, and another payment

of \$30,000 on the one year anniversary of the first payment. Applications for JACP must include an agreement to incur an additional four-year ADSO in exchange for the JACP of \$60,000. Traditionally, 70% of Captains accept the JACP. The Fiscal Year 2010 program is on track to reach that goal before the end of the fiscal year.

c. Judge Advocate Critical Skills Retention Bonus Program (JACSRB). The CSRB was created to encourage Judge Advocates in the rank of Major to remain on active duty. Regular Army Judge Advocates who reach the rank of Major, graduate from the JAGC Graduate Course, execute a timely application containing an agreement to remain on active duty for an additional four-year ADSO, and maintain the highest levels of ethical, professional, and personal conduct, moral behavior, and legal proficiency, as determined by The Judge Advocate General, are eligible for a \$60,000 CSRB, paid in three yearly installments. As of 1 September 2010, 84% of eligible Majors have applied for the Fiscal Year 2010 CSRB. This is well above the 70% projected
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ARMY JAGC UPDATE: JUDGE ADVOCATE OFFICER INCENTIVE PROGRAM (CONT)

rate when the program started, so the CSRB continues to be a success. As the JAGC retains more Majors, we are able to fill key billets with these experienced Judge Advocates.

NAVY JAGC UPDATE: EDUCATION INITIATIVES, DEFENSE COUNSEL ASSISTANCE PROGRAM, INFORMATION OPERATIONS AND INTELLIGENCE LAW

By Captain Mike Jaeger, JAGC, U.S. Navy and Jen Zeldis, JAGC Public Affairs Officer

The mission of the Navy JAG Corps is to provide legal solutions to our clients whenever and wherever required. In order to accomplish this mission, the Navy JAG Corps' strategic goals focus on the following four areas: recruiting and retaining the right people; preparing people for success; assigning the right people to the right places; and, doing it all efficiently. The Navy JAG Corps has completed several initiatives based on these focus areas:

a. Education Initiatives. The Navy JAG Corps recently implemented the Legalman Paralegal Education Program (LPEP). This ground-breaking initiative has resulted in the establishment of a professional requirement for every Enlisted legalman (Navy equivalent of paralegals) to earn an American Bar Association (ABA)-accredited Associate's

Degree in Paralegal Studies or its equivalent. In September 2010, the first group of Sailors began this new education process. Another initiative in its third year is the Military Justice Litigation Career Track (MJLCT), which has continued to identify judge advocates for the specialist and expert military justice litigation qualification. These newly minted litigation specialists and experts are assigned to positions where they will litigate complex courts-martial and mentor junior litigators. To broaden attorney professional development, the JAG Corps continues to focus on giving every judge advocate the opportunity to attend postgraduate school by increasing the number of billets at both civilian law schools and The Army's Judge Advocate General's Legal Center and School. The heart of this effort is a commitment to maximizing the diversity of geographic locations and programs of study, which is expanding beyond current

programs in environmental law, trial advocacy, and international/national security law to opportunities in emerging areas such as cybersecurity law and intelligence law. Judge advocates also have the opportunity to earn a Master's Degree in National Security Studies as a resident student at the Naval War College.

b. Defense Counsel/Trial Counsel Assistance Programs. Effective July 2010, the Navy JAG Corps stood-up a new Defense Counsel Assistance Program (DCAP). A new Trial Counsel Assistance Program (TCAP) will also be established in the near future. DCAP and TCAP serve as the resource centers in the Office of the Judge Advocate General (OJAG) entirely separate and distinct from the Military Justice Directorate, which includes OJAG (Code 20) and Appellate Government and Appellate Defense. The goal of DCAP and TCAP is to provide a full spectrum of privileged and confidential trial advice, resourcing and expert witness assistance, training, and other defense bar services for counsel in the field. DCAP and TCAP will be a resource for counsel through every phase of court martial litigation.

c. Information Operations and

Intelligence Law. The Information Operations and Intelligence Law Directorate (OJAG (Code 18)) was established October 1, 2009 to provide legal and policy advice and support in the areas of information operations, intelligence law and cyberspace matters within the JAG Corps, Department of the Navy, Department of Defense, and greater national security establishment. To meet new client requirements for information dominance expertise, OJAG consolidated all information operations, intelligence and cyber functions into Code 18. The rapid pace and proliferation of issues involving the cyber domain and cyberspace operations validate the requirement for a sustained information operations and intelligence law capability within our Navy JAG Corps. Code 18 continues to establish the path for education and training, professional development and legal guidance in this dynamic area of law, as well as collaborative efforts to form new Communities of Practice for Information Technology/Information Management/Cyberspace and another for Intelligence and National Security.



AIR FORCE JAGC UPDATE: “JAG CORPS 21 TURNS FIVE”

JAG Corps 21 (JAGC21), a transformative program that revolutionized the way the Air Force JAG Corps provides legal services in the Air Force, will reach the fifth anniversary of its origin in December 2010. Some transformations lose momentum over time, but JAGC21 hasn't -- 2010 witnessed three events that demonstrate its continued vitality.

A major feature of JAGC21 is the “Horizons Session” approach. Energetic, facilitator-led working groups made up of some of our best and brightest contributors, have periodically gathered to brainstorm innovative concepts in the delivery of legal services to Air Force clients. The first wave of Horizons sessions began in January 2008, and by August 2008, six had been conducted at three different locations. Over 250 members of the JAG Corps, plus clients and stakeholders in other functional areas, discussed ways to improve our practice and processes. Their inputs led to some 450 action items that

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AIR FORCE JAGC UPDATE: “JAG CORPS 21 TURNS FIVE” (CONT)

have been reviewed and refined by Field Support Centers and other JAG Corps offices. Many were implemented immediately while some have taken longer to complete.

In the summer of 2010, the Corps hosted two Horizons sessions at the National Conference Center near Washington, D.C. The first session, conducted in late June, focused on ways to optimize the interdependent skills of attorneys and paralegals through teaming. The concept is basic: build attorney-paralegal teams wherever possible throughout the Corps to create working partnerships that are better than the sum of their parts. Such teams are successful because they integrate complementary skills, training, experiences, and perspectives. We are in the process of executing action items now. The second Horizons session, conducted in late August, focused on the link between

mission requirements and training. The primary objective is to establish a requirements-based training system in the JAG Corps. Specific action items are currently under review.

One of the most far-reaching developments of JAGC21 was the organizational restructuring that occurred within the JAG Corps field operating agency -- the Air Force Legal Operations Agency (AFLOA). Led by a one-star JAG commander, AFLOA centralized certain military justice functions and dispersed military judges and trial and defense counsel where they can be most effectively employed. In civil law fields of practice, subject-matter experts were arrayed within 10 Field Support Centers (FSCs). The FSCs provide field legal offices with authoritative reachback guidance and advice, training, emergency/crisis response resources, and the capability to perform specialized tasks beyond the expertise of some legal offices.

On 1 October, another major organizational change occurred -- the Acquisition Law and Litigation Directorate (AF/JAQ) stood up on the Air Staff. AF/JAQ



will spearhead the JAG Corps' role in ensuring a coherent, coordinated, Service-wide effort to achieve the Air Force Secretary's and Chief of Staff's vision of "acquisition excellence." AF/JAQ will perform a variety of management headquarters and worldwide support functions. In so doing, it will strengthen acquisition throughout the Air Force, in concert with the policy and objectives of Office of the Assistant Secretary of the Air Force for Acquisition (SAF/AQ).

JAGC21 is five years old and still a work in -- and of -- progress.