



Military Officers Association of America

-- We Never Stop Serving --

-- We Are One Powerful Voice --

--- for every officer at every stage of life and career ---



Heartland of America Chapter

******* December 2017 *******

**The popular Barbershop singers, Sarpy Serenaders,
will perform for us at 6:30pm, December 13th.
Please come early for check-in and seating.**

**-- Next Dinner Meeting, Wednesday, December 13th --
(see inside back cover for details)**

Check out our website at
www.heartlandMOAA.us
or call (402)339-7888

The Bulletin Board

Is the Newsletter of the Heartland of America Chapter of the Military Officers Association of America. Content is from members, MOAA's [Take Action](#), [Legislative Action Center](#), and other military-oriented sources. Material used is public domain or attributed as to source and copyright. Our editorial policy is the same [non-partisan policy as MOAA](#).

Lt Colonel Patrick L. Jones, USAF (Ret) Editor & Webmaster - (402)650-4457

Volume XXXI

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PRESIDENT'S REPORT



Our November dinner meeting was our annual ROTC salute where we invite cadets and midshipmen from five units plus the detachment commanders. From the University of Nebraska, Lincoln, we had two Army cadets, two Air Force cadets, and one Navy midshipman. We also had two Air Force cadets from UNO and two Army cadets from Creighton. Our ROTC Chairman, LT CMDR Brook Stafford introduced each of the five detachment commanders who, in turn, introduced their cadets/midshipman. The cadets discussed their experiences and what they hoped to do upon

graduation. Most of the cadets were seniors who had just been notified of their branches or initial assignments. Two of the Army cadets had spent last summer doing exercises with German forces and were wearing the distinctive German badge they had earned. Another Army cadet is seeking to enter the explosive ordnance disposal (EOD) field. A senior AF cadet from UNO just learned he will be attending pilot training at Sheppard AFB in the Euro-NATO Joint Jet Pilot Training Program. Each of the speakers expressed themselves well and demonstrated their

enthusiasm for their ROTC experience and to their future in the military. This also reinforces to our members that our services will be staffed by competent, excellent officers and, and they are from Nebraska. We thank those members who purchased dinner for the cadets and we thank USAA for their continued financial support of this annual activity.



Lt Gen and Mrs. Leo Smith were unable to attend this meeting because of a medical issue and we look forward to their return. Also missing was our Legislative Chairman, Brigadier General Paul Cohen. He is also the volunteer director of the Nebraska Employer Support of the Guard and Reserve (ESGR) and was in Washington attending an ESGR meeting. In his absence, I asked Col Jeff Mikesell, USAF (Ret), the Senior Military Liaison at the Omaha Chamber of Commerce, to give a legislative update. He stated that the important National Defense Authorization Act (NDAA) for 2018 was passed by the House and it would be going to the Senate. Jeff also mentioned that tests of the existing Offutt runway indicate that the project will probably cost more in time and money than previously thought. He also noted that discussions on Senator Tom Brewer's LB-121, changing the taxation of retiree military pay, are continuing.

With our Veterans Day falling on Saturday, November 11th, several Board members were busy participating in various events. Steve Stevens and Dick Doolittle were part of the Strategic Air Command & Aerospace Museum activities as they described the mission and their restoration efforts on the EC-135; Terri Lehigh, a Gold Star Wife, participated in the program at Omaha's

Memorial Park, Pat Jones and his Barbershop singers performed at the Omaha Veterans Hospital and American Legion in Papillion, and Ron Russell and I, in our borrowed Beardmore truck with MOAA magnetic signs, participated in the Bellevue Veterans Day parade.

I recently attended a meeting with Congressman Don Bacon and ten other leaders of veterans' organizations including the American Legion, VFW, AMVETS, the Purple Heart Society, and the Nebraska Department of Veterans Affairs. Congressman Bacon had introduced HR 3897, the Gold Star Family Support and Installation Access Act and obtained 89 bipartisan cosponsors. His bill passed the House of Representatives with unanimous consent. Congressman Bacon expressed his thanks to MOAA and AFA for their support. This bill still needs Senate approval. The act will give Gold Star spouses and dependent children lifetime Gold Star Installation Access Cards. Currently, if a Gold Star spouse remarries, he or she loses access to the commissary, exchange, or MWR activities. This bill will allow remarried spouses to continue on-base access as long as they have dependent children at home.



Maj Jeff Falkinburg, UNL Professor of Aerospace Studies, his wife Brittney on the left and Ginny McBlain on the right

I was also invited to attend a Platte Institute joint meeting with the Nebraska American Civil Liberties Union (ACLU) that included Senator Laura Ebke, chairman of the Unicameral Judicial Committee. Adam Weinberg of the Platte Institute and, who was our speaker last February, ran the meeting. Former State Senator Nicole Fox of Omaha represented the Platte Institute and Amy Miller represented the ACLU. There are just under 200 occupational/licensing boards in Nebraska and Senator Ebke stated there is a need for better oversight. The Platte Institute is interested in growing the State and reducing the barriers to employment. The ACLU is concerned with the “mass incarceration,” our crowded prisons, and the impact of criminal charges on employability.

Our MOAA interest is to see that veterans and military spouses will have the ability to transfer experience gained in the military and, especially in the case of spouses who were licensed in other States. Senator John McCollister, who was also in attendance, reiterated this point. He was also praised by Amy Miller of the ACLU for his proposal to “ban the box.” The “box” is that question on employment applications where you should indicate if you have ever been arrested or charged with a crime. Many think a mark in that box closes the door on opportunity.

Our December meeting will be on the second Wednesday, December 13th. For this meeting, we ask everyone to arrive 30 minutes early as Pat Jones and the Sarpy Serenaders will begin the Holiday Extravaganza at 6:30 pm. New officers will be given oaths, and the streamer with new pins will be affixed to our MOAA flag. Those of us who can fit into their dress uniforms are encouraged to wear them.

On Jan 17, Gail DeBoer, CEO of SAC Federal Union will speak on the growth of the credit union, its relationship with our military, how she succeeded, and how other women can succeed in their organizations.

Dan Donovan d.donovan1@cox.net 402-339-7888

Programs

(from Ken McClure, Maj USA (Ret))

Our November 15th meeting was our special dinner featuring ROTC cadets from all the Nebraska colleges. A great time, it rekindled our faith in those who follow us in serving our country.

Our December 13 meeting will see installation of officers and special entertainment by the Sarpy Serenaders. They are a Barbershop style a’capella men’s singing group who have performed for us before. A couple of our members are Serenader members too and will sing for us!! Wear your service’s dress uniform, if you can!



Program Chair, Ken McClure

On January 17th will be Gail DeBoer, CEO of the SAC Federal Credit Union.

Your suggestions for future programs are needed. Please contact me, Ken McClure, at (402) 504-8796 or email kgmccclure@gmail.com

MOAA CHAPTER NAME TAGS

Have you seen the new name tags that many of our members are wearing? It makes conversations easier and helps our newsletter photographer identify the pictures he takes. The sticky hand written ones are not good. It is nice to have a professionally made name tag that will last for a long time. Jo Don's Trophies in Bellevue will make great name tags for the price of \$10.70 each, tax included.

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[Example: John R. Doe, Lt. Col., USAF (Ret.), see Lou & Lisa's above]

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TRICARE Changes Will Arrive Soon and What You Need to Know to Prepare

(MOAA 16 November)

Administrative and structural changes to the TRICARE program will accelerate in the very near future, and will affect most beneficiaries except those using TRICARE for Life. For those beneficiaries who are under age 65, to include active duty family members, it is time to listen up and take the required action if you need to.

Some of these changes are happening simultaneously, which adds to the complexities of this large scale system transformation. There are key system transitions which necessitate modified technology adjustments to beneficiary data in the DEERS system - commonly called file transfers and new identifiers

changing TRICARE Standard to the new TRICARE Select. In addition, the three current TRICARE Regions will be reduced to two, and the TRICARE contractors will be changing in both the East and West regions.

If you want to make changes to your TRICARE coverage, TRICARE officials are urging beneficiaries to do so as soon as possible.

What you need to know:

- **Beginning December 1, DoD will “freeze” enrollment files as they will be transferred to the new TRICARE contractors and revise the plan options (Standard to Select) in the DEERS system.**
- **Beneficiaries can still send enrollment forms to the contractors and they will be processed in DEERS when the file transfer is complete. This will take 3 weeks.**
- **By November 20, 2017, beneficiaries should have completed any and all enrollment actions. Beneficiaries will not be able to use the Beneficiary Web Enrollment website to enroll in or dis-enroll from TRICARE Prime options. Additionally, beneficiaries will not be able to use the web enrollment to enroll in TRICARE Young Adult or TRICARE dental options while this website is unavailable.**
- **Regional contractors will accept enrollment applications through other channels, for example by phone and mail. The contractors will be able to process these enrollments after the freeze is complete.**
- **This will not affect any care you receive during the enrollment freeze. Remember to keep any and all receipts for purchased care.**
- **Remember, keep your DEERS information up to date as beneficiaries must be registered in DEERS to enroll in TRICARE Prime or a Prime option online, by phone or by mail.**

Timing is everything- and we are now into the fall, and marching ever closer to the Jan. 1, 2018, start date for anticipated changes to the TRICARE program. As part of this process, TRICARE has announced its formal requirements for implementing portions of last year's National Defense Authorization Act (NDAA).

The Interim Final Rule (IFR) guides the implementation of TRICARE Select, the new preferred provider organization option, which combines the current



LtCol Sutton, Professor of Military Studies, and LtCmdr Brook Stafford, our ROTC liaison Chairman

TRICARE Standard and Extra plans. Other significant changes are forthcoming as well, many of which are addressed in the MOAA TRICARE questions and answers series you may have seen before:



Cadet Gillham, Cadet Dembowski,
and Col Lou Zuccarello

[Part 1: Who's affected by the new TRICARE changes?](#)

[Part 2: How will TRICARE's new enrollment rules work?](#)

[Part 3: Will TRICARE changes affect my access to care?](#)

But shockingly, the story took an unanticipated twist.

Along with implementation of the new TRICARE Select option, and without any prompting or open discussion, a new set of cost shares and fees unexpectedly appeared in the IFR. These new fees are

targeted at existing beneficiaries who currently, by law, are grandfathered into the current TRICARE Standard/Extra program fee structure.

Recall that a key feature of last year's package of sweeping TRICARE reforms was that all those currently serving, as well as those retiring prior to Jan. 1, 2018, would be grandfathered into the existing fee structures. New entrants into the services after Jan. 1, 2018, would be subject to newer, much higher fees. The whole goal of the grandfathering was to keep fees where they currently are, at what we believe to be a reasonable level, for beneficiaries in the service prior to Jan. 1, 2018. Now this commitment seems to be slipping away.

Many of these new TRICARE Select fees water down any benefit of grandfathering. In most cases, there will be higher fixed fees and cost shares for both retirees and active duty families who choose the new Select option.

In many instances, new entrants who join after Jan. 1, 2018, will be paying less than current beneficiaries, who should be grandfathered into the previous, lower fee structure.

To focus on a few of the most glaring TRICARE Select examples under the IFR guidance:

- **A current, would-be grandfathered, active duty family member's cost for a primary care visit will be \$27 for a network provider. Contrast this with a new entrant family member after Jan. 1, 2018, who will pay \$15.**
- **The same grandfathered member above would pay \$34 for a specialty care visit, while a new entrant family member would pay \$25.**

- **Grandfathered retirees under age 65 would pay \$35 for an in-network primary care visit. Future retirees who entered after Jan. 1, 2018, would pay \$25.**
- **Grandfathered retirees under age 65 will pay quite a bit more for inpatient hospitalizations than future entrants - \$250 a day, versus \$175 per admission.**

This new structure leaves us scratching our heads, with more questions than answers.

How can it be that existing grandfathered beneficiaries will pay more for their health care than those newly entering the service? Are grandfathered beneficiaries being saddled with disproportional increases as to cover costs of other programs? Why would DoD unveil these new fees, couched as necessary to stabilize costs, before a defense bill is resolved and presented to the president?

Not to mention the Senate's version of the pending defense bill, which has its own designs on increasing TRICARE pharmacy copayments. What led DoD and the Senate to change their level of support to currently serving and retired service members?

MOAA is concerned these changes will result in cost increases for many beneficiaries, increases which bypassed open dialogue among military service organizations.

As the Armed Services committees begin to take on their annual defense bill negotiations in conference committee, these fee changes muddy the waters, as noted above. Adding to the confusion, a provision in the FY18 NDAA would repeal the grandfathering clause from last year's defense bill, subjecting all beneficiaries to the fee structure for new entrants. But according to the IFR, the fee structure for new entrants after Jan. 1, 2018 is marginally better than what would be put in place should grandfathering remain.

MOAA hopes beneficiaries aren't being coaxed into picking between two bad choices: leave grandfathering alone and take disproportional fee hikes anyway, or repeal grandfathering and take on newer, smaller - but still disproportional - fee hikes. The latter also would achieve one of DoD's objectives: to have only one fee system for all beneficiaries, old and new. It seems this strategy of two choices ensures DoD wins either way.

A peculiar and frustratingly confusing strategy should be concerning for all TRICARE beneficiaries. As MOAA has said from the beginning, timing is everything. We will be using the comment period following the IFR release to demand clarification that will reveal the underlying intent of these changes.

[Take Action!](#)

The congressional session is underway. Please engage your members of Congress—express your concerns. You can notify them in several ways:

1. Click on the link, [MOAA ISSUES](http://capwiz.com/moaa/issues/alert/?alertid=74607626). (or cut and paste into your browser address line <http://capwiz.com/moaa/issues/alert/?alertid=74607626>) & use MOAA's email or letter assist.
2. Send the suggested message, or your own version, email or U.S. Mail, or both.
3. Use MOAA's toll-free Capitol Hill Hotline (866) 272-6622

MOAA'S Job Board

(MOAA website)

The MOAA Career Center hosts a job board specifically for MOAA members. Employers post jobs on a real-time basis, and search the database daily, looking for candidates like you! Features include:

- Post your résumés;
- View and apply for jobs posted by hundreds of employers each week;
- Receive notifications on upcoming events;
- Connect with MOAA Networking Contacts - MOAA members who are interested in helping you transition; and
- Get the latest information on career fairs.

Frequently Asked Questions

How do I post my resume on the MOAA Job Board?

Registered members can access the [MOAA Job Board](#) to create a profile and upload up to five resumes. If you do not know your username and password, please contact MOAA's Member Service Center at 800-234-6622, M-F, 8-6 EST, or msc@moaa.org.

Directions:

- Once you are on the MOAA Job Board, be sure you are on the "Home" tab; then
- Click "Edit Your Searchable Resume" and "Edit Files"; then
- Mark "Public" under "Resume Visibility"; and
- Choose a file from your computer and click "Upload."

***Be sure to click "Save and Return" at the bottom of the page.**

What should I do if I cannot access the MOAA Job Board? If you are unable to access the MOAA Job Board, please contact MOAA's Member Service Center at 800-234-6622, M-F, 8-6 EST, or msc@moaa.org to update your login information.

What should I do if I cannot post my resume? If you are logged into the MOAA Job Board, but cannot post your resume, please contact transition@moaa.org.

What happens to my resume after I post it?

After you post your resume on the MOAA Job Board, it is stored in our resume database. Resumes and profiles that have been posted or updated within the past 12 months and are marked "public" are available for employers to search.

How do I keep my resume active and searchable?

Your resume will remain active as long as you update your profile, your resume, or search for positions within a 12-month period. If you do not visit the MOAA Job

Board for 12 months, you will become completely inactive and your profile/resume will not be included in employer searches.

What is a Professional Profile Search?

Any time an employer searches the database, they are conducting a Professional Profile Search (based on keywords or given criteria). They will be able to view all profiles/resumes that match the information provided. Employers will only be able to view your resume if you mark it as “Public” – which we recommend if you looking for a job. If you do not want your resume to be public, you will still be able to search for positions in the MOAA Job Board.

To change your resume settings:

- **Login to the [MOAA Job Board](#);**
- **Click “Edit Your Searchable Resume”; then**
- **Mark your resume as Public, Confidential, or Private.**

On the "My Account" page, what does "Resume Views" mean?

"Resume Views" indicates the number of times an employer has opened your resume to read it during a profile search. This also includes the number of times you open your resume.

Note: If you are currently in a long-term position, you can mark your resume as “Private.” This allows you to remain active on the MOAA Job Board, but does not allow employers to view your resume or profile.

MOAA’s and Heartland Chapter’s Missions are the Same

The Military Officers Association of America (MOAA) is a nonprofit, nonpartisan, working to support military and their families at every stage of life. It actively petitions Congress on behalf of the military community on issues affecting the career force, the retired community, and veterans of the uniformed services. MOAA offers a wide range of personal and financial services exclusive to MOAA members. Whatever the stage of a career, MOAA membership delivers benefits geared specifically to you – and your family. You become part of the strongest advocate for our military and their families. Those with prior officer service in any of the seven uniformed services can become members. Consider joining today because every voice counts! You will be protecting not only your earned benefits but all serving today. Our Heartland Chapter also focuses on similar state and local issues. We provide a really great environment for camaraderie and mutual support with our meetings, speakers, newsletters, website, and community involvement.

As MOAA does, WE NEVER STOP SERVING....

We are *One Powerful Voice* –

For every officer at every stage of life and career...

Join Us !! You will be glad you did!



With more than 380,000 members nationwide, the Military Officers Association of America (MOAA) is the country's leading organization protecting the rights of servicemembers and their families. Those who belong to MOAA not only lend their voices to a greater cause, but they also gain access to extensive benefits tailored to the needs and lifestyles of military officers. MOAA members proudly hail from every branch of the uniformed services. To them, we have made the same promise that they have made to their country: Never Stop Serving.

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Dues are based on your current age.

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Age 56-60	\$616
Age 61-65	\$564
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Age 71-75	\$431
Age 76-80	\$354
Age 81-85	\$270
Age 86-90	\$191
Age 91-95	\$118
Age 96-100	\$72
Age 101+	FREE

PREMIUM Membership Dues

One-Year PREMIUM

\$40 (Surviving Spouse – \$37)

Two-Year PREMIUM

\$75 (Surviving Spouse – \$68)

Three-Year PREMIUM

\$98 (Surviving Spouse – \$88)

BASIC Membership Dues

Free

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For faster service,
call **(800) 234-MOAA (6622)**
or visit **www.moa.org/join**.

Selection of Membership

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<p>Support of critical advocacy efforts to protect the benefits of the entire military community.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Electronic access to several of MOAA's news updates.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Discounts on products and travel.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Career transition resources MOAA helps transition efforts by hosting career fairs, resume critiques, training sessions & much more.</p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Expert advice on your military pay & benefits MOAA's team of highly trained professionals can help you receive the military benefits you've earned through one-on-one counseling.</p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Financial planning and investment advice</p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Military Office magazine</p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Access to all MOAA-exclusive publications</p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Scholarships, interest-free loans, & grants</p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>MOAA Chapters Take advantage of the opportunity to get involved & meet fellow offices in your community. A PREMIUM or LIFE membership makes it easy.</p>	<p>Dues vary by Chapter.</p>	<p>New chapter members receive a voucher good for one year of chapter dues.</p>	<p>New chapter members receive a voucher good for two years of chapter dues.</p>
<p>Bonus travel rewards and discounts</p>			<input checked="" type="checkbox"/>
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<p>Protection for your spouse Membership benefits transfer to your spouse should something happen to you.</p>			<input checked="" type="checkbox"/>

Local Membership Form



Heartland of America Chapter
Military Officers Association of America
P.O. Box 1756
Bellevue, NE 68005-1756

LOCAL MEMBERSHIP APPLICATION

(Heartland Chapter members must also be a National MOAA Member)

Membership: Initial or Renewal

Annual local dues \$20.00 \$10.00 (new ones after 1 July) Aux. \$5.00

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Spouse's Name _____

National MOAA Membership # _____ Life Member? Yes No

Brief Bio: (entered service: branch: assignment summary: Interesting career anecdotes:

Signature _____ Date _____

Contact Chapter Officers for more info: **President** Dan Donovan - 402-339-7888, **Ask about Membership:** Lou Zuccarello - 402-739-3521, **Programs:** Ken McClure - 402-504-8796, **Surviving Spouse Affairs** - Paula Muth - 402-292-1663, **Legislation:** Paul Cohen - 402-491-3551, **Treasurer:** Rene Dreiling 402-740-3127, **ROTC:** Brook Stafford - 402-916-9759, **Personal Affairs:** Paula Muth - 402-292-1663, **Hospitality & Reservations:** Ron Russell, 402-297-4244, **Webmaster & Newsletter:** Pat Jones - 402-650-4457



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May They Not Be Forgotten:

I mean the men and women who have answered the call and paid the ultimate price so that we and future generations could have the freedoms so cherished by human beings. We must ever be vigilant and prepared to defend our way of life against those who would deny it. Callous politicians, power hungry egoists, corrupt individuals, adversarial religions, and even our latest self-oriented generations pose grave threat to the preservation of what many take for granted. Every citizen should take a few moments from time to time and reflect on the benefits we have in our country. They should give thanks to those who have served and preserved our way of life.



Hopefully, they will also pledge to do their part to keep it so. – pj

Wandering Mind of An Old Retired Guy

I remember some sensible quotes that still make sense today---

"Forgive your enemies but never forget their names" John F. Kennedy

"If you tell the truth, you don't have to remember anything" – Mark Twain

"Walk softly, but carry a big stick" -- Teddy Roosevelt

"Income tax has made more liars out of American people, than golf has" –Will Rogers

"Better to remain silent & thought a fool than to speak out & remove all doubt" –Abe Lincoln

"I can resist everything, except temptation" – Oscar Wilde

"A jury is twelve persons chosen to decide who has the better lawyer" –Robert Frost

"Even if you're on the right track, you'll get run over if you just sit there" -- Will Rogers

"All you need to grow fine, vigorous grass is to have a crack in your sidewalk" Will Rogers

"Trust, but verify" -- Ronald Reagan

"GOOD FRIENDS ARE THE RARE JEWELS OF LIFE...

DIFFICULT TO FIND AND IMPOSSIBLE TO REPLACE!

**TODAY IS THE OLDEST YOU'VE EVER BEEN, YET THE YOUNGEST YOU'LL EVER BE,
SO ENJOY THIS DAY WHILE IT LASTS.**





Heartland of America Chapter

Reservation for Members and Invited Guests

Date: Wednesday, December 13th, 2017

This is our holiday meeting that will begin with a performance by the Sarpy Serenaders. Their program will start at 6:30 pm so please try to arrive early. After dinner, we will have installation of officers and the affixing of another Five Star Award streamer to our MOAA flag.

Remember the expression, “the more, the merrier”? We ask you to make our meetings better, with your presence. We strive to provide a good meal, a stimulating program, and camaraderie. We’ll do our best to provide the first two, but only you can increase the camaraderie we share. Please attend.

Time: Social Hour – 6PM

Dining Hour – 7:15PM

Place: Anthony’s Steakhouse

7220 F Street - Omaha

Meal selections are as follows:

10oz Prime Rib w/Baked Potato & Green Beans Almondine- \$36.80

with Spumoni Ice Cream - \$39.80

Parmesan Crusted Roughy w/Rice Pilaf & Green Beans Almondine- \$28.90

with Spumoni Ice Cream - \$31.90

Chicken Caesar Salad - \$18.40

with Spumoni Ice Cream - \$21.40

RSVP: Lt Col Ron & Sharon Russell

Tel: 402-297-4244

heartlandmoaa@hotmail.com

Please specify names of attendees, meal choices and include a phone number in case we need to contact you.

Reservations should be in by Monday night before the dinner! If you must cancel your reservation, please call Ron at (402) 297-4244 prior to 4:00 pm on the day of the event; otherwise the chapter will be charged if you are a NO-SHOW and we will have to send you a bill for the cost.

Your pre-filled out check for the amount made payable to Anthony’s will greatly assist in processing.



Sharon and Ron Russell

Dress: Wear your Mess Dress Uniform or Business attire or as appropriate

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