

**Military Family Readiness Council Meeting Minutes**  
**The Pentagon Library and Conference Center, Room B6**  
**December 11, 2018**  
**10:00 a.m. – 12:00 p.m.**

**Meeting Attendees:**

**Office of the Secretary of Defense:**

The Honorable James N. Stewart, Chair, Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Under Secretary of Defense for Personnel and Readiness

Ms. Carolyn Stevens, Office of the Deputy Assistant Secretary of Defense (Military Community and Family Policy), Director, Office of Military Family Readiness Policy

**Army:**

Ms. Carla K. Coulson, *representing* LTG Gwen Bingham, USA, Assistant Chief of Staff for Installation Management

Command Sergeant Major Donald L. Rose, Jr., *representing* Sergeant Major of the Army Daniel A. Dailey

**Air National Guard:**

Brig Gen Jessica Meyeraan, Vice Director, J-1, National Guard Bureau

**Army National Guard:**

Ms. Laura Conley, U.S. Army National Guard Spouse

**Marine Corps:**

Ms. Marie Balocki, USMC Headquarters, Director, Marine and Family Programs

Sergeant Major of the Marine Corps Ronald L. Green, *representing* Ms. Andrea Green, Marine Corps Spouse

**Navy:**

RDML Philip Sobeck, Director, Twenty-First Century Sailor Office

Master Chief Petty Officer of the Navy Russell L. Smith

Ms. Jennifer Luscher, Navy Reserve Component Spouse

**Air Force:**

Chief Master Sergeant of the Air Force Kaleth O. Wright

Mr. Carl Buchanan, *representing* Mr. Horace Larry, Director, Air Force Services

**Military family organizations:**

Ms. Karen Ruedisueli, National Military Family Association

Dr. Mary Keller, Military Child Education Coalition

Dr. David Rubin, Children's Hospital Association

**Advisors:**

Ms. Virginia S. Penrod, Principal Deputy Assistant Secretary of Defense (Manpower and Reserve Affairs)  
Mrs. A.T. Johnston, Deputy Assistant Secretary of Defense (Military Community and Family Policy)  
Dr. Linda L. Curtis, DoDEA Headquarters, Principal Deputy Director and Associate Director for Academics  
BG Dawne L. Deskins, Director, J-1, National Guard Bureau  
CAPT Ed Simmer, USN, Deputy Director, TRICARE/DHA  
Mr. Marcus Beauregard, Office of the Deputy Assistant Secretary of Defense (Military Community and Family Policy), Director, Defense State Liaison Office (DSLO)  
Ms. Lee Kelley, Office of the Deputy Assistant Secretary of Defense (Military Community and Family Policy), Director, Military Community Support Programs  
Ms. Kristen C. McManus, Office of the Deputy Assistant Secretary of Defense (Military Community and Family Policy), Program Analyst, MWR and Resale Policy

**Speakers:**

Dr. Katherine Helland, DoD Office of People Analytics  
Dr. Paul Rosenfeld, DoD Office of People Analytics  
Ms. Mary-Elizabeth Phillips, Strategic Initiatives Group, Headquarters, Department of the Army  
Assistant Chief of Staff for Installation Management  
Ms. Cindy Whitman Lacy, Marine Corps Community Services  
Ms. Andrea Cox, ODASD (MC&FP), Military Community Outreach

**Military Family Readiness Council (MFRC) Designated Federal Officer:**

Mr. William Story, OMFRP

**MFRC support staff:**

Ms. Melody McDonald, OMFRP  
Mr. Frank Emery, OMFRP  
Mr. Eddy Mentzer, OMFRP

**Public submissions:**

- Permanent change of station moves and claims process (3)
- Letter to DoD Inspector General concerning the Exceptional Family Member Program (3)
- Accessions and access to military dependent medical records (2)
- Military housing health and safety issues and Military Lending Act (1)
- Military housing health and safety issues (1)
- Television show inquiry (1)
- National Children's Alliance (1)
- Outreach to millennials (1)
- Cell phone plan for deployed military (1)
- Verification for leave process (2)
- Links to information on post-retirement and post-mortem promotions (1)

- Request to follow sender's Twitter posts (1)
- Test [subject line only; no message in email] (1)

### **Proceedings of the meeting:**

On Tuesday, December 11, 2018, the Military Family Readiness Council (MFRC) held its first meeting of fiscal year (FY) 2019 in the Pentagon Library and Conference Center (Room B6).

The purpose of this meeting was to begin discussion of the Council's FY2019 focus areas.

A full transcript of the meeting and attendance of members and advisors present is available.

### **Call to Order**

The MFRC Designated Federal Officer, Mr. William Story, called the meeting to order and welcomed Council members, advisors, and public guests. He reviewed the agenda and guidelines for the Council and explained how to contact the Council. He said the Council consists of 18 members and there are currently two vacancies. Twelve members attended. Four members were unable to attend and sent representatives to the meeting.

Mr. Story introduced Council Chair, The Honorable James N. Stewart. Mr. Stewart explained that he previously worked on other advisory committees and shared his background. He stressed that an important part of military readiness is to have families ready. Mr. Stewart noted those members who were attending their first meeting and thanked those who were leaving the Council.

Mr. Stewart said that since the last meeting on June 6, 2018, the Council published the 2018 Annual Report to the Secretary of Defense. He also noted that the Council would address one of the 2019 focus areas, Delivery of Service and Family Member Programs Tailored to Millennials, during the current meeting.

He told the Council that a RAND report, released in November 2018, shows that spouses who use the My Career Advancement Account Scholarship (MyCAA) program grew more in their careers and their Service members were more likely to reenlist.

### **Status Updates**

Mr. Story then asked Mr. Marcus Beauregard for a status update from the Department of Defense State Liaison Office (DSLO). Mr. Beauregard reminded the Council he provided his brief as a read-ahead, and asked members if there were any questions regarding his first five slides. Members had no questions. Mr. Beauregard noted that States changed 78 laws and policies based on DSLO's work. He told the Council that two issues are retired from the list

because they reached 37 States, and while DSLO will not promote them as part of the annual list, the office will continue to pursue them.

Dr. David Rubin noted that on the issue of reporting child abuse, leaders continue to encourage States to enact laws to require communication back to military officials. Mr. Beauregard said there are 19 States with such laws at this point. Mr. Stewart added that other States have military commissions and asked Mr. Beauregard if his office has reached out to them. Mr. Beauregard said they have.

Mr. Beauregard said spouse licensure has been, and will continue to be, the top issue. His office continues to work with advocates in some States and has seen some results. Mr. Beauregard concluded his presentation by telling the Council his office is planning to promote a program in New Hampshire that will identify Service members, families, and veterans to help assist them with State programs.

Following Mr. Beauregard's presentation, Mr. Story invited Ms. Lee Kelley to present a status update on the integration of family program resources into military treatment facilities. Ms. Kelley said that since parents will not usually miss a child's pediatric appointment, it made sense to partner the HealthySteps program with military medical treatment facilities. About 100 families enrolled in pilot programs at Madigan Army Medical Center at Joint Base Lewis-McCord and at Naval Medical Center San Diego. Families experiencing separation from a deployment or a move are benefiting from the pilot, Ms. Kelley said, and she expects an impact evaluation in about one year.

Ms. Kelley said HealthySteps partners with the New Parent Support Program and with the Family Advocacy Program. Ms. Kelley said her team also showcases family resources to medical providers to create better integration.

### **Administrative Items**

Mr. Story told members that MFRC meeting minutes from the June 6, 2018, meeting were published and available on the MFRC website. He then reviewed the written public submissions before turning the meeting over to Ms. Carla Coulson for facilitation of the first FY2019 focus area.

### **Focus Area Presentations: Delivery of Service and Family Member Programs Tailored to Millennials**

Ms. Coulson told the members she was representing LTG Gwen Bingham, who recommended the focus area. She explained that people born in the 1950s and early 1960s communicate differently, buy items differently, obtain information differently, and have different expectations than millennials. She said it is important to understand millennials, those between the ages of 22 and 37. She noted that only 8 percent of the force is over 41-years-old. She then

introduced the first speakers, Dr. Katherine Helland and Dr. Paul Rosenfeld, from the Office of People Analytics.

### **1. Office of People Analytics: Effective Communications Strategies to Reach Millennials**

Dr. Helland told the Council that millennials use digital media heavily, so outreach messages need to align with each social media platform. She explained that “push” messages are for users who do not know what the services are, while “pull” messages are for those who know what the services are and want more information. She noted that an ideal strategy is to get those who use specific services to talk about the benefits of using the services.

Dr. Rosenfeld noted that the use of technology among Service members is high, and members older than millennials are more likely to have computers at home. He said there are subtle differences in preferences, but that millennials do not communicate only with mobile devices.

Dr. Helland explained that new recruits actively seek information from people like family members and a recruiter. She said young adults also visit websites, and new recruits will rely on their own social media network, but not an organization’s social media platforms. She said half of new recruits follow a Service’s social media page, and that while they consume the information, they do not post information themselves about serving or enlisting. Organizations achieve greater reach when they get other people to tell their story.

Dr. Helland suggested that as the Services develop digital strategies, they must ensure that new recruits can find their websites through search engines. She also explained that many social media platforms give more support to sponsored posts. She said one post is not enough to make a mark on the market, noting it often takes 17 or 18 impressions before a user moves along the customer journey. Dr. Helland explained that while the Office of Management and Budget’s policies often restrict how the Services can post, she noted that the Marine Corps outreach team has done a tremendous job to promote the Marine brand. She concluded by noting that the human element is still critical to any outreach strategy.

Ms. Coulson thanked Dr. Helland and Dr. Rosenfeld, and introduced the next speaker, Ms. Mary-Elizabeth Phillips.

### **2. Assistant Chief of Staff for Installation Management (ACSIM): Installations of the Future - What Today’s Millennials Want on Tomorrow’s Installations**

Ms. Phillips noted that she is a millennial and that the youngest Service members are now what the PEW Research Center is calling post-millennials. She talked to a sampling of that group to see what they would like on the installations of the future. She said they asked for mixed-use spaces with adaptable designs, universal Wi-Fi access, healthy and walkable

communities, access to quality produce, electronic sharing of medical records, and frictionless entry at gates.

Mr. Stewart noted that while these were all great ideas to work toward in the future, upfront costs and security risks are associated with some of the ideas. MCPON Russell Smith said the Navy is piloting a system that includes CAC-less technology. SMMC Ronald Green noted that clear communication would help to close gaps. CMSAF Kaleth Wright acknowledged that technology available in the private sector becomes a recruiting and retention issue.

### **3. Marine Corps Community Services (MCCS): MCCS Knows Marines**

Ms. Coulson then introduced the next speaker, Ms. Cindy Whitman Lacy with Marine Corps Community Services (MCCS).

Ms. Whitman Lacy said MCCS uses an understanding of the core demographic of Marines to shape the vision for the future. She explained that in the Marine Corps, exchanges, family programs, and Morale, Welfare, and Recreation all fall under the Manpower and Reserve Affairs umbrella. To find synergies between these services, they asked Marines to describe what it is like to be a Marine each day.

Ms. Whitman Lacy noted that millennials are becoming the retirees and Gen Z is now Active Duty. They come from a rapidly evolving world, and bring those expectations into the Marine Corps. The Duty Balance Cycle consists of duty time, time to take care of errands or other family business, and time to “reset.” She explained that “resetting” can be family time or time with other Marines, and does not always have to be through controlled MWR activities. Ms. Whitman Lacy played a video that discussed the middle of the cycle. She said the team also developed a Field Day Kit to help young Marines clean their rooms. She said the ease and convenience of a kit lifted the use of each product. She noted that senior Marines said the kit saved them time from having to take the Marine to the base exchange.

Ms. Whitman Lacy said young Marines also told her team that healthy meals were hard to find because base food service hours of operation conflicted with their schedules. MCCS set up a breakfast station within the barracks, and tested several types of food. MCCS also participated with the recruiting command to set up an app for families to send letters to Marines in boot camp. She said the team found that they need to put the Marine at the center of all they do.

Ms. Coulson thanked Ms. Whitman Lacy, and introduced Ms. Andrea Cox, from Military Community Outreach (MCO).

### **4. Military Community Outreach: Service and Family Member Programs Tailored to Millennials**

Ms. Cox said her office talked to users to ensure a new, enhanced Military OneSource website would help Service members and family members and fill resource gaps. MCO looked at influencers and pin points for communication about when to engage, how to engage, and how to engage with the best message. Ms. Cox noted that Military OneSource conducts ground

outreach as well as providing a call center and website. When redesigning the website, MCO considered the changing needs of the demographic, which is younger, more dispersed, and more technologically savvy. The team developed a “militaryennial” persona, specifically targeting junior enlisted Service members. The team promotes the new website as the one source for Service members and families. Because new recruits, Service members, and families do not always rely on social media for information, the team also sends newsletters for different interests, and will soon launch one specifically for a Service member network. Ms. Cox said the outreach office is enhancing the Blog Brigade, to include Service members and new recruits.

Dr. Rubin asked how leaders plan to incorporate the ideas discussed in the meeting when retrofitting installations. Mr. Stewart said that, while he knows leaders are being innovative when they can, in many cases regulations restrict leaders from making modifications and changing the overall structure.

Dr. Mary Keller noted that it would be interesting to see what innovations are occurring in the larger community, off installations. Ms. Coulson said her office is looking at the RAND survey for the future to see what other partnerships can be put in place.

Ms. Coulson thanked all of the speakers.

**Closing remarks:**


Mr. Stewart thanked everyone for their presentations. He noted that providing resources to military members and families helps the Services with retention. Furthermore, if the Council and the Services are taking care of the families, then they are taking care of the Service members.

With no further items before the Council, Mr. Story adjourned the meeting at 11:54 a.m.

**Next meeting:**

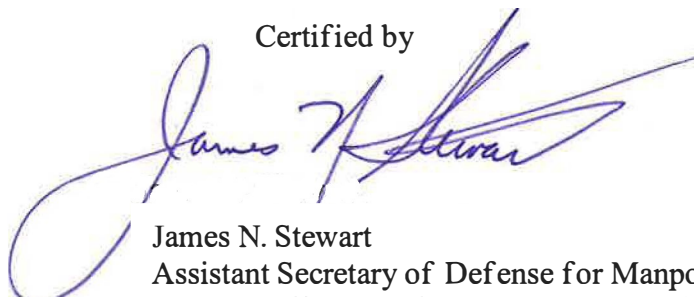
The Council will meet next on March 19, 2019 (backup date April 4, 2019) from 10:00 a.m. to 12:00 p.m. in the Pentagon Library and Conference Center, Room B6.

Submitted by



William Story  
Designated Federal Officer

Certified by



James N. Stewart  
Assistant Secretary of Defense for Manpower and  
Reserve Affairs, Performing the Duties of the Under  
Secretary of Defense for Personnel and Readiness