

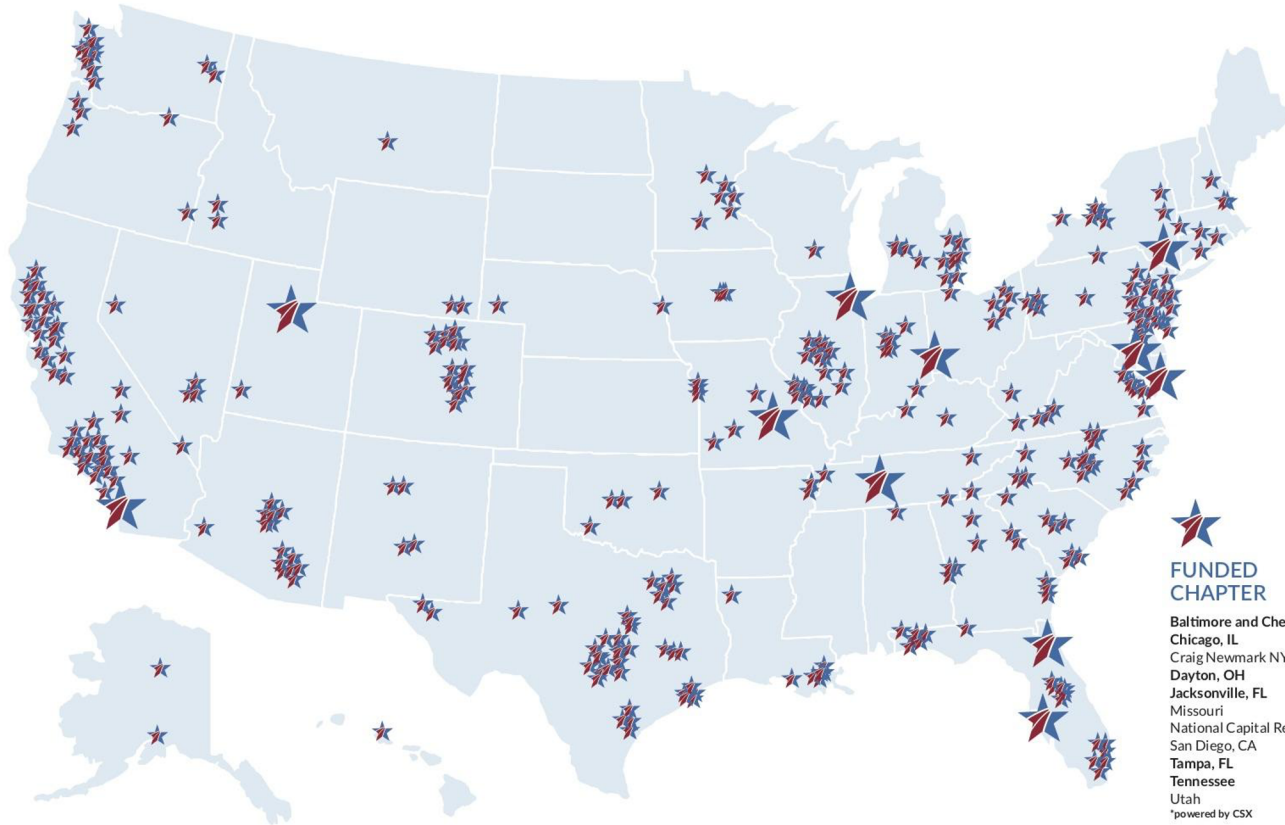


What Civilian Leaders Need to Know about the U.S. Military

Kathy Roth-Douquet
CEO, Blue Star Families



COMMUNITY ENGAGEMENT 2019



FUNDED CHAPTER

- Baltimore and Chesapeake Bay
 - Chicago, IL
 - Craig Newmark NY Tri-State
 - Dayton, OH
 - Jacksonville, FL
 - Missouri
 - National Capital Region
 - San Diego, CA
 - Tampa, FL
 - Tennessee
 - Utah
- *powered by CSX

*Current as of 2/20/20

BLUE STAR FAMILIES PROGRAMS AND RESOURCES



Blue Star Connected
Communities



Blue Star Museums



Blue Star Parks



Blue Star Neighbors



Blue Star Books
*START Book Clubs (Serving, Thriving,
and Reading Together)*



Annual Military Family
Lifestyle Survey

For more information, visit bluestarfam.org

Part I:

Introduction to the U.S. Military

Agenda

Part I: Introduction to the U.S. Military (25 min)

1. Origins
2. Organization of the Military
3. Ranks & Pay Grades
4. Who serves?
5. Where are they?
6. How does service shape them?
7. The Military's Mission
8. The Civil-Military Divide & its Consequences

Q&A (40 min)

U.S. Constitution - Preamble

"We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility,
provide for the common defense,
promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America."

All men...are endowed...with certain inalienable rights...

Citizens

- Exercise **rights**
- **Self**-expression
- **Individual** conscience
- Unique and **diverse**

Military

- Execute **responsibilities**
- Patriotism, **valor**, fidelity
- Strict performance of **duties**
- **Obedience**
- Set **aside** rights

Decision to Move from Civilian to Military

- “The decision to undertake an officer’s oath...requires no less than commitment of one’s life to the service of others.”
- “An officer of the Armed Forces of the United States must be a warrior, a leader of character, an unwavering defender of the Constitution, a servant of the Nation, and an exemplar and champion of its ideals.”

What do we mean by civilian control?

Civilian Authorities:

- Dictate missions, composition, policy, and budget
- Oversight for transparency and accountability
- Maintain necessary expertise
- Respect military expertise
- Respect military personnel

What do we mean by civilian control?

Military Authorities:

- Remain ideologically neutral
- Don't interfere in domestic politics
- Minimal role in the national economy
- Maintain an effective chain of command
- Maintain the mechanisms to support rule of law

Civilian Responsibilities

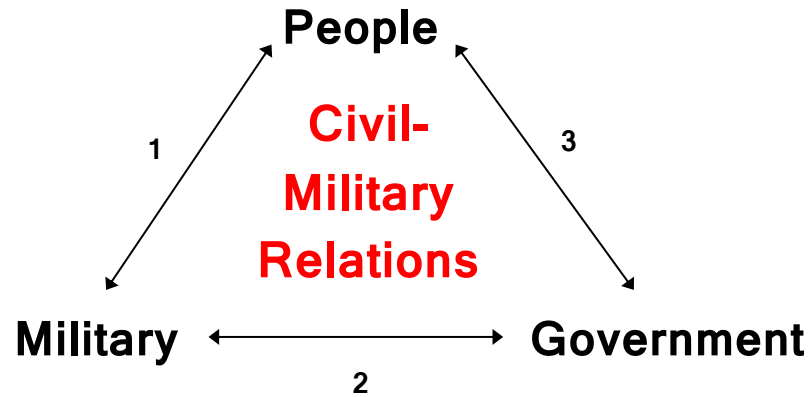
State Governments

- Education of military children
- Military spouse licensure
- Unemployment benefits
- Mental health providers (eligibility)
- Veteran education (90/10 loophole), etc.
- Deploy and steward National Guard

Federal Government

- Defense spending (NDAA)
- Federal benefits (e.g., SNAP)
- Oversight & direction of VA, DoD, DHA, etc.
- Military housing
- TRICARE, etc.

Carl von Clausewitz - *On War* (1832)

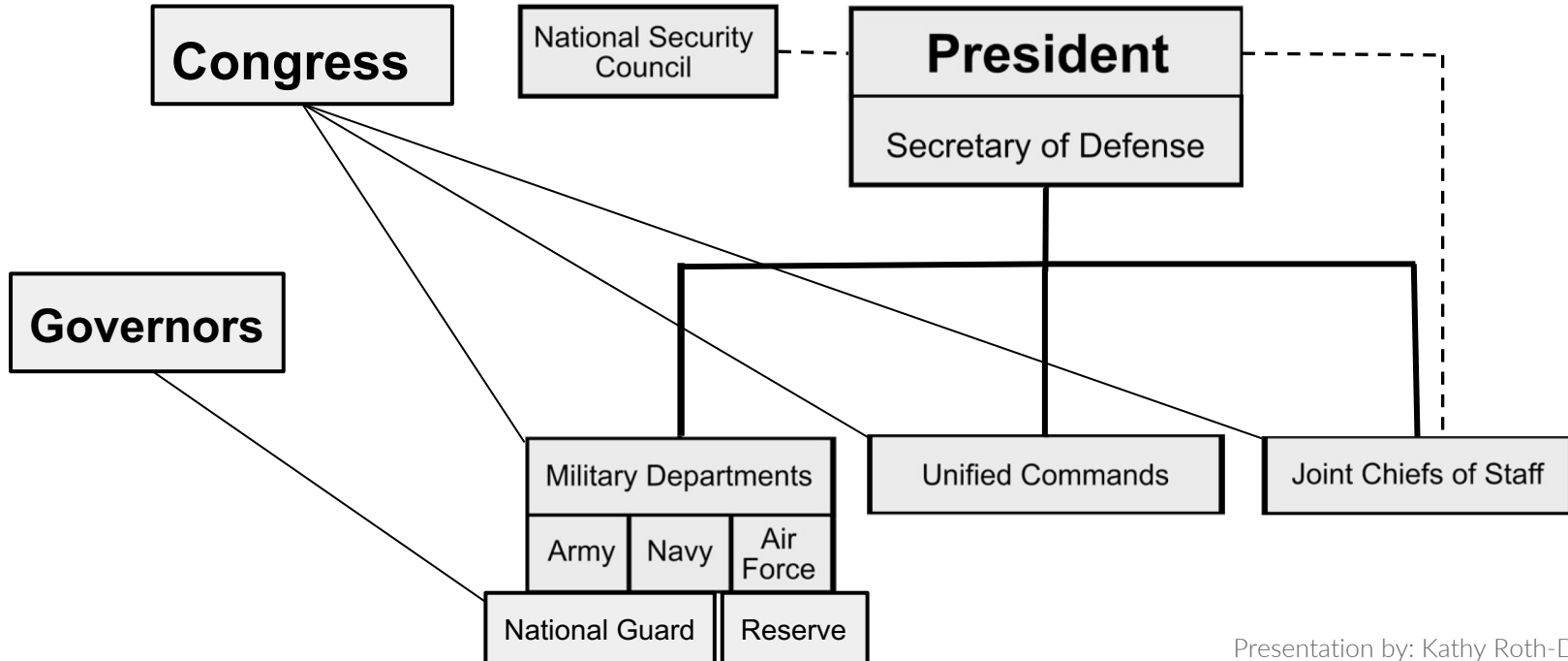


Military and Society

- “The issue of civilian control of the military falls into the realm of cultural anthropology, in that each side is to some extent a stranger to the other.” (AFO p. 101)
- The military is both a profession and a bureaucracy
 - As a **profession**, the military can overreach its expertise
 - As a **bureaucracy**, it can distort national strategy through exercise of control over expenditure of significant resources

Organization of the Military

Chain of Command



SEVEN SERVICES



Army



Marine Corps



Navy



Air Force



Coast Guard



National
Guard



Space

U.S. Combatant Commands



Central Command



European Command



Indo-Pacific Command



Northern Command



Southern Command



Strategic Command



Transportation Command



Africa Command



Special Operations Command



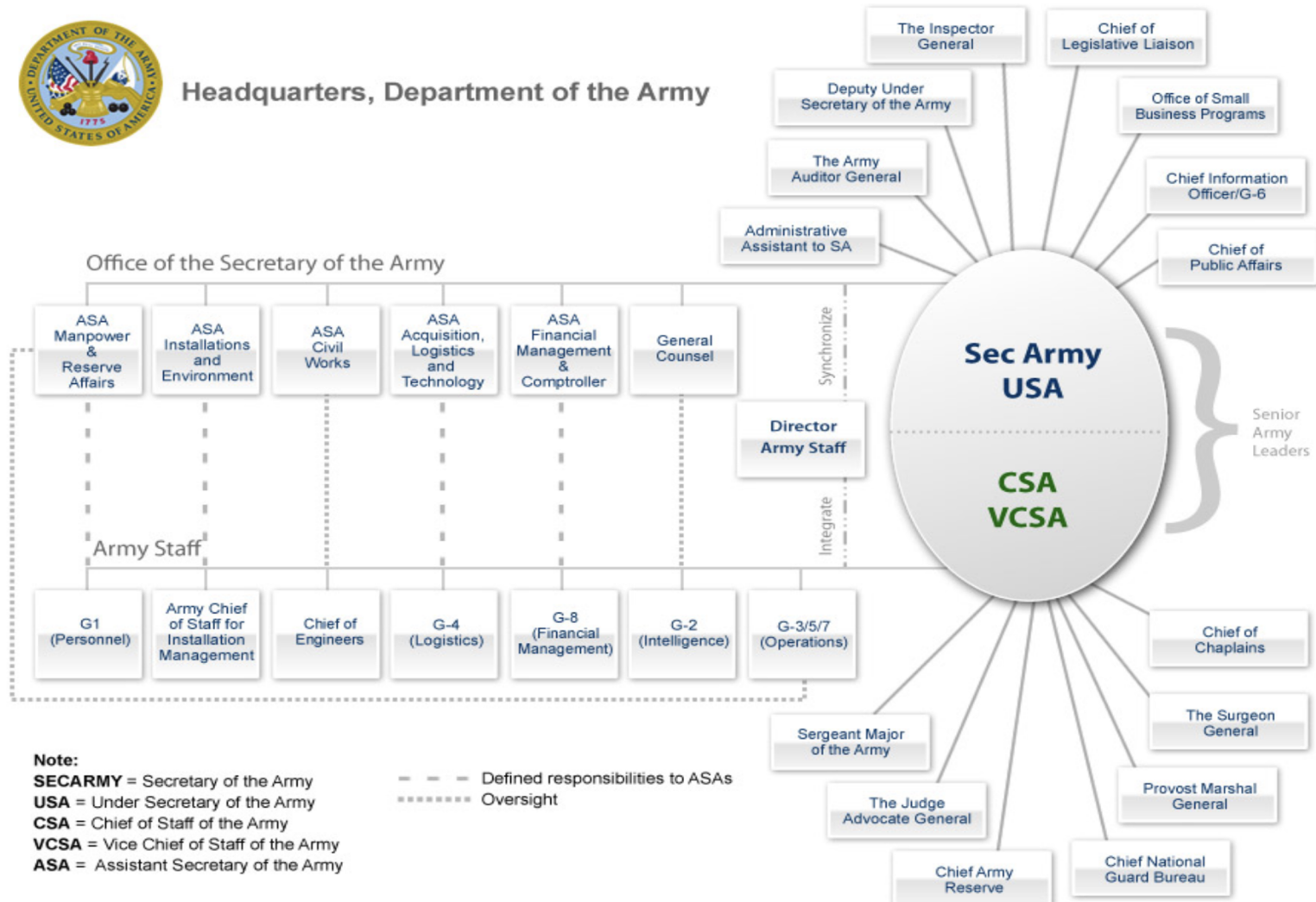
Cyber Command



Space Command



Headquarters, Department of the Army



Note:

SECARMY = Secretary of the Army
USA = Under Secretary of the Army
CSA = Chief of Staff of the Army
VCSA = Vice Chief of Staff of the Army
ASA = Assistant Secretary of the Army

--- Defined responsibilities to ASAs
 Oversight

Fire Team
4 soldiers



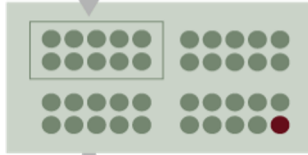
Staff Sergeant

Squad
9-10 soldiers



Sgt or Staff Sgt

Platoon
16-44 soldiers
2-4 squads



Lieutenant

Company
62-190 soldiers
3-4 platoons



Captain

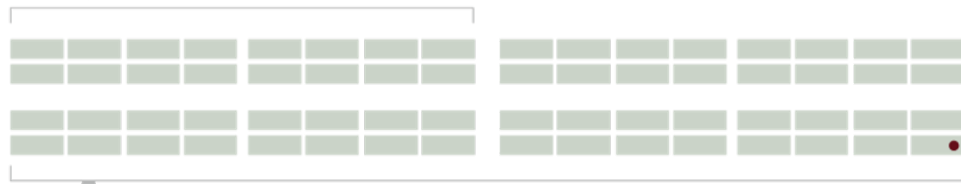
Battalion
300-1,000 soldiers
4-6 companies



Lieutenant Colonel

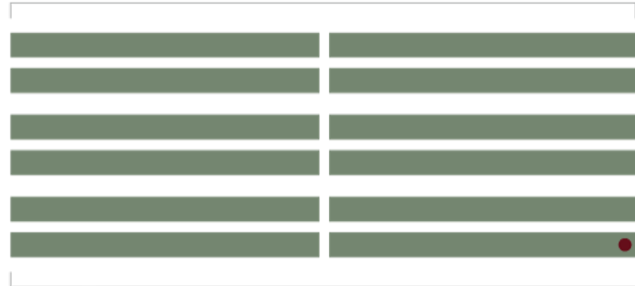
ARMY Organization

**Brigade/
Regiment/Group**
3,000-5,000 soldiers
2-5 battalions



Colonel

Division
10,000-15,000 soldiers
3 brigades



Major General

Corps
20,000-45,000 soldiers
2-5 divisions



Lieutenant General

**Field
Army**
50,000 + soldiers
2+ corps



Lieutenant General or Higher

— ARMY-GROUP —

Commanded By:



GENERAL

4-5
FIELD ARMIES



MARINE CORPS Organization

Fire Team
4 Marines



Team Leader

Squad
3 teams + Squad Leader
13 Marines



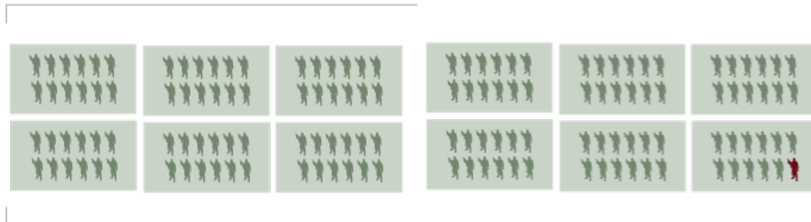
Sergeant/Corporal

Platoon
3 Squads
Platoon Commander
40 Marines



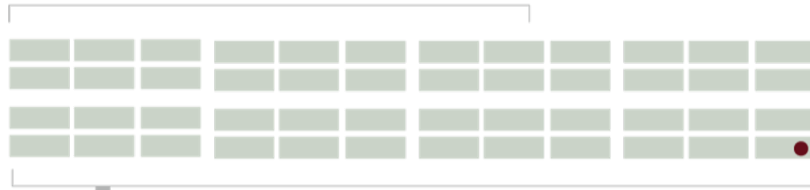
Lieutenant

Company/Battery
4 Platoons
180 Marines



Captain

Battalion
3-5 Companies
900-1200 Marines



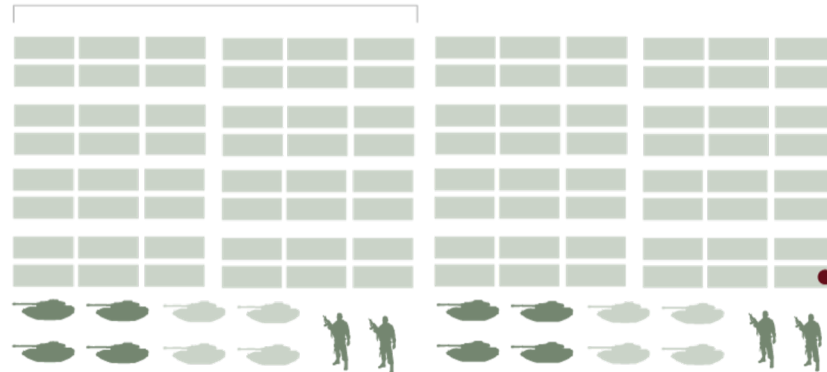
Regiment
3-5 Battalions
2700-3600 Marines



Lieutenant Colonel

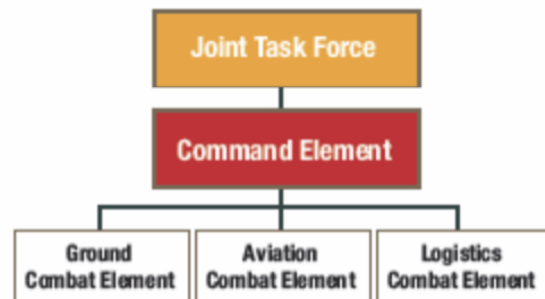


Division
4 Regiments
+5 Battalions
17,00-21,000 Marines



Colonel

Major General



Bases/Stations



MARINE CORPS

Commanded By:

4

MARINE DIVISIONS



COMMANDANT

26,244
MARINES

Three or more divisions make up the Marine Corps. The Marine Corps' leader, the commandant, reports directly to the secretary of the Navy.

AIR FORCE Organization

Flight: 2+ planes



Captain

Squadron: 2+ flights

Fighter Squadron
18+ aircraft



Bomber Squadron
10-20 aircraft



Transport Squadron
8-19 aircraft



Captain - Lt. Colonel

Group: 2+ squadrons



Colonel

Wing: 2+ groups



Brigadier General

Air Division: 2+ wings



Brigadier General

Numbered Air Force: 2+ air divisions



Major General –
Lieutenant General

Command

Large Air Force unit
with certain definite
mission commanded
by high ranking officer.



Lieutenant General -
General

— MAJOR COMMAND —

Commanded By:



GENERAL

Major commands, or MAJCOMs, can be organized two ways: by mission (such as Global Strike Command or Mobility Command) or by region outside the continental United States (such as Pacific Air Forces). Major commands report directly to Air Force Headquarters.

NAVY Organization

Surface Forces

Department: 45-250 sailors



Amphib:
250-300 sailors,
5-14 departments



Phibron
3 Ships:
LSD, LHD, LPD



Amphibious Group
5000 personnel
Amphibious Task Force
2000 sailors
Landing Force
2200 marines



Destroyer
140-300 sailors
6 departments



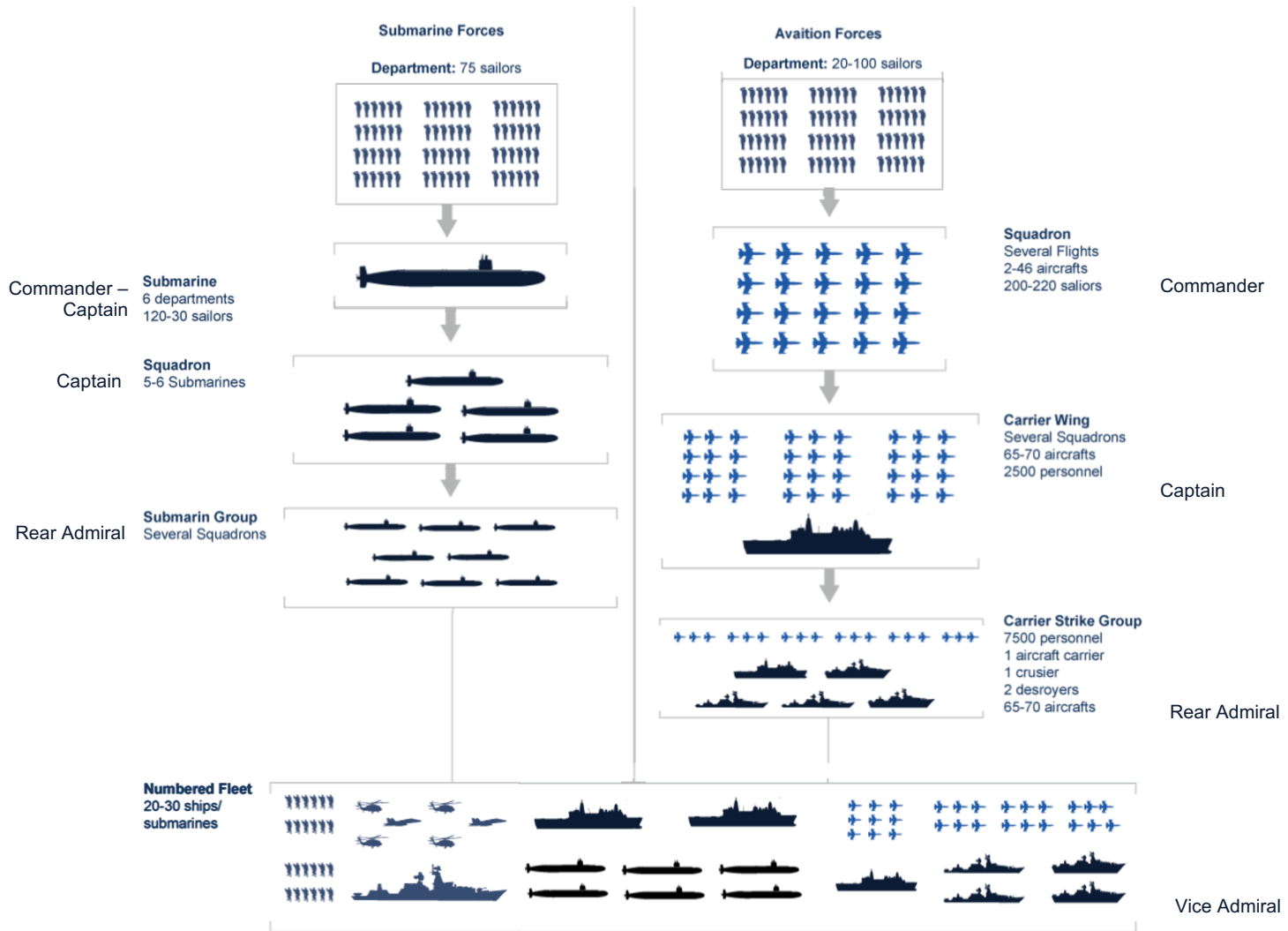
Desron
5-6 Destroyers
or Frigates



Commander - Captain

Captain ("Commodore")

Rear Admiral



NUMBERED FLEETS

There are seven active numbered fleets in the Navy. Some numbered fleets, which were established during World War II, have since been deactivated or folded into other fleets.

2ND FLEET



3RD FLEET



4TH FLEET



5TH FLEET



6TH FLEET



7TH FLEET



10TH FLEET



NUMBERED FLEETS
ARE LED BY

VICE ADMIRALS

WHO COMMAND



* NUMBER DEPENDS ON ASSIGNMENT
















National Guard - Organization & Activation

	State active duty	Title 32	Title 10
Command and control (C2)	Governor	Governor	President
Military C2	Adjutant general	Adjutant general	Combatant commander
Duty assignments	IAW state law	US	Worldwide
Pay	State	Federal	Federal
Domestic law enforcement powers	Yes	Yes	No*
Missions examples	Civil support; law enforcement; others as determined by governor	Training; civil support; law enforcement; counter drug; WMD response;	Overseas training; expeditionary missions; civil support and law enforcement**
Activation examples	Oklahoma City bombing; Kansas tornadoes; California wildfires; various hurricanes	Border security; post-9/11 airport security; SLC Olympics; Hurricane Katrina	Bosnia; Afghanistan; Cuba; Iraq; LA riots***

* Unless the Insurrection Act is invoked
 ** Title 10 is rarely used for domestic operations
 *** The Insurrection Act was invoked.









Ranks & Pay Grades

Junior Enlisted

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Coast Guard
E-1	Private	Private	Seaman Recruit (SR)	Airman Basic	Seaman Recruit (SR)
E-2	Private (PV2) 	Private First Class (PFC) 	Seaman Apprentice (SA) 	Airman (Amn) 	Seaman Apprentice (SA) 
E-3	Private First Class (PFC) 	Lance Corporal (LCpl) 	Seaman (SN) 	Airman First Class (A1C) 	Seaman (SN) 

Service members in pay grades E-1 through E-3 are in training or on their initial assignment. Basic training is followed by specialized or advanced training that provides recruits with a specific area of expertise.









In the Army and Marine Corps, this area is called a military occupational specialty (MOS); in the Navy, it is known as a rate; and in the Air Force, it is simply called an Air Force specialty.

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Coast Guard
E-5	Sergeant (SGT) 	Sergeant (Sgt) 	Petty Officer Second Class ** (PO2) 	Staff Sergeant (SSgt) 	Petty Officer Second Class ** (PO2) 
E-6	Staff Sergeant (SSG) 	Staff Sergeant (SSgt) 	Petty Officer First Class ** (PO1) 	Technical Sergeant (TSgt) 	Petty Officer First Class ** (PO1) 

Screenshot

Non-Commissioned Officer (NCO) Petty Officer

Leadership responsibility significantly increases in the mid-level enlisted ranks. This responsibility is given formal recognition by use of the terms non-commissioned officer and petty officer. An Army sergeant, an Air Force staff sergeant, and a Marine corporal are considered NCO ranks. The Navy NCO equivalent, petty officer, is achieved at the rank of petty officer third class.

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Coast Guard
E-8	Master Sergeant (MSG) 	Master Sergeant (MSgt) 	Senior Chief Petty Officer ** (SCPO) 	Senior Master Sergeant (SMSgt) 	Senior Chief Petty Officer ** (SCPO) 
	First Sergeant (1SG) 	First Sergeant 		First Sergeant 	

Senior Non-Commissioned Officer (SNCO)

At the E-8 level, the Army, Marine Corps, and Air Force have two positions at the same pay grade: senior master sergeant or a first sergeant in the Air Force, depending on the person's job.

E-8s and **E-9s** have 15 to 30 years on the job, and are commanders' **senior advisers for enlisted matters**.

At the E-9 level, Marine Corps **master gunnery sergeants** and **sergeants major** receive the same pay, but they have different responsibilities. A third E-9 element is the senior enlisted person of each service. The sergeant major of the Army, sergeant major of the Marine Corps, master chief petty officer of the Navy, and chief master sergeant of the Air Force are the spokespersons of the enlisted force at the highest levels of their services.

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Coast Guard
E-9	Sergeant Major of the Army (SMA) 	Sergeant Major of the Marine Corps (SgtMajMC) 	Master Chief Petty Officer of the Navy (MCPON) 	Chief Master Sergeant of the Air Force (CMSAF) 	Master Chief Petty Officer of the Coast Guard (MCPOCG) 

OFFICER INSIGNIA

Officer Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Coast Guard
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Warrant officers hold warrants from their service secretary and are specialists and experts in certain military technologies or capabilities. The lowest-ranking warrant officers serve under a warrant, but they receive commissions from the president upon promotion to chief warrant officer 2. These commissioned warrant officers are direct representatives of the president of the United States. They derive their authority from the same source as commissioned officers but remain specialists, in contrast to commissioned officers, who are generalists. There are no warrant officers in the Air Force.

W-1	<p>Warrant Officer 1</p> <p>WO1</p> 	<p>Warrant Officer 1</p> <p>WO</p> 	<p>USN Warrant Officer 1</p> <p>WO1</p> 	N/A	N/A
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Screenshot

The **commissioned ranks** are the highest in the military. These officers hold presidential commissions and are confirmed at their ranks by the Senate.

Army, Air Force, and Marine Corps officers are called company grade officers in the pay grades of O-1 to O-3, field grade officers in pay grades O-4 to O-6, and general officers in pay grades O-7 and higher.

The equivalent officer groupings in the Navy are called junior grade, mid-grade, and flag.



Pay Grade	Rank	Abbreviation	Collar	Shoulder	Sleeve
O-1	Ensign	ENS			
O-2	Lieutenant Junior Grade	LTJG			
O-3	Lieutenant	LT			
O-4	Lieutenant Commander	LCDR			
O-5	Commander	CDR			
O-6	Captain	CAPT			
O-7	Rear Admiral (lower half)	RDML			

Naval Officer Ranks and Insignia

Naval officers wear distinctively **different rank devices** depending upon the uniform they're wearing. The three basic uniforms and rank devices used are: khakis, collar insignia pins; whites, stripes on shoulder boards; and blues, stripes sewn on the lower coat sleeves.

O5

Lieutenant Colonel
LTC



Commander
CDR



Lieutenant Colonel
LtCol



Lieutenant Colonel
Lt Col



<https://archive.defense.gov/about/insignias/officers.aspx>

Abbreviations differ by service

O6

Colonel
COL



Captain
CAPT



Colonel
Col

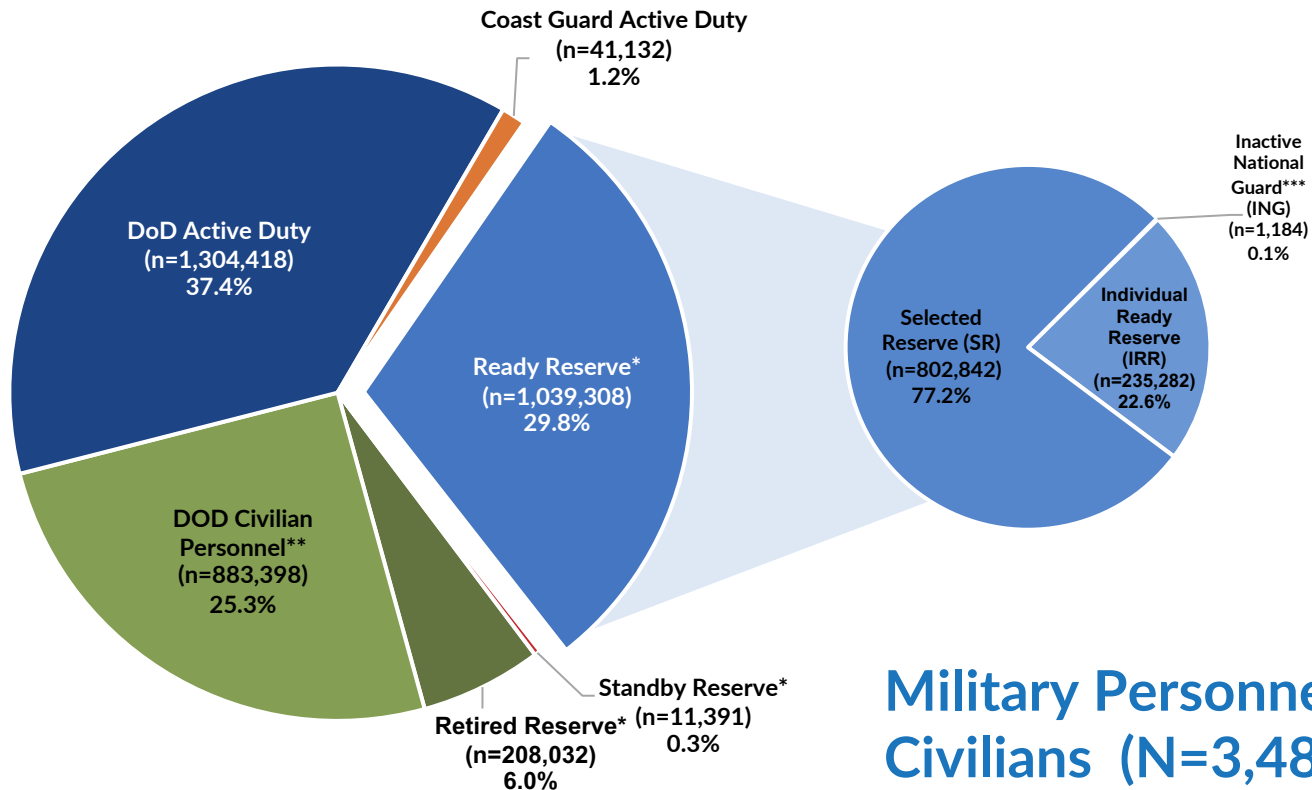


Colonel
Col



Who serves?

Military Demographics



Military Personnel & DoD Civilians (N=3,487,679)

*Includes Coast Guard Reserve.

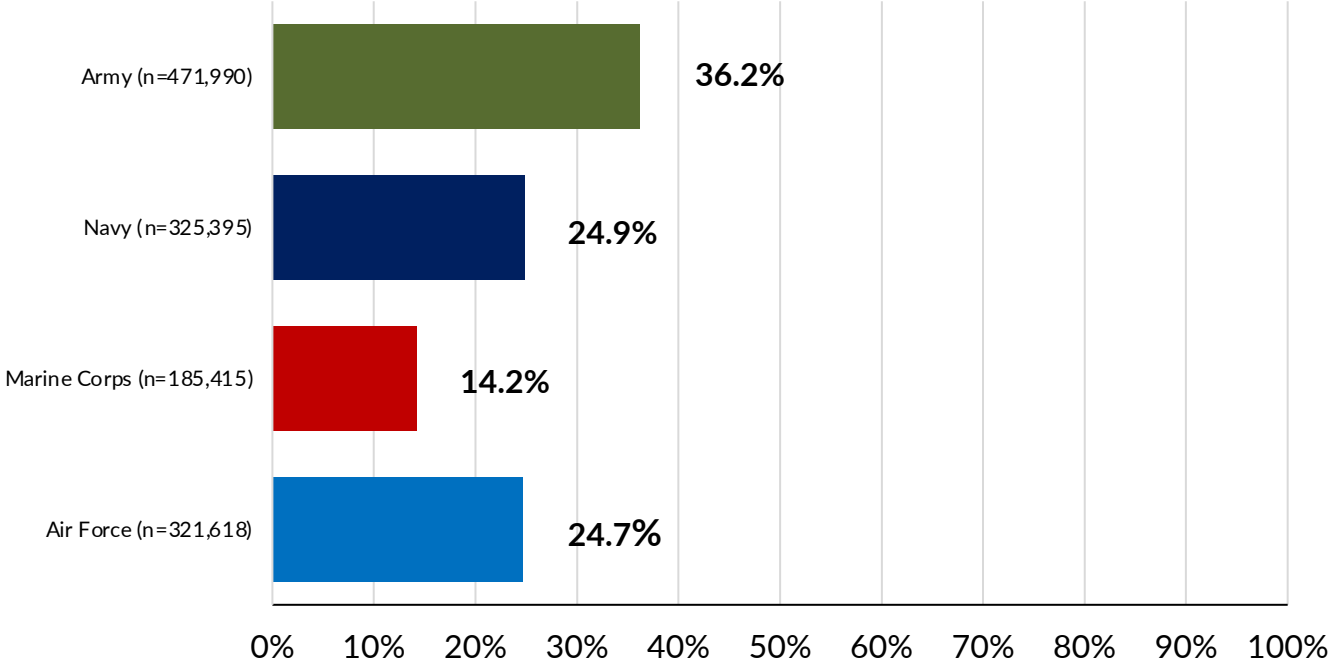
** Includes Non-Appropriated Funds civilians and Appropriated Funds civilians.

*** Includes only Army Inactive National Guard.

Note: Percentages may not total to 100 due to rounding.

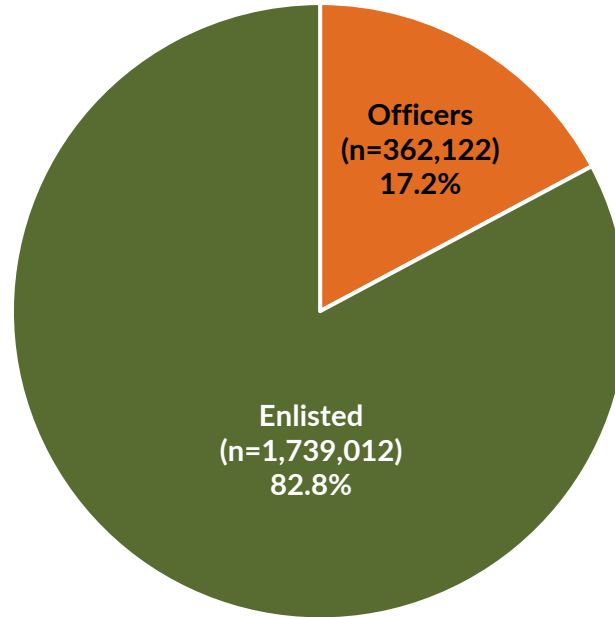
Source: Official Guard and Reserve Manpower Strengths & Statistics FY 2018 Summary

2.03 - Active Duty Personnel by Service Branch (N=1,304,418)



1.05 ■ Enlisted Members and Officers in the Total DoD Force (N=2,101,134)

Overall, the total DoD force of 1,739,012 (82.8%) enlisted members and 362,122 (17.2%) officers.



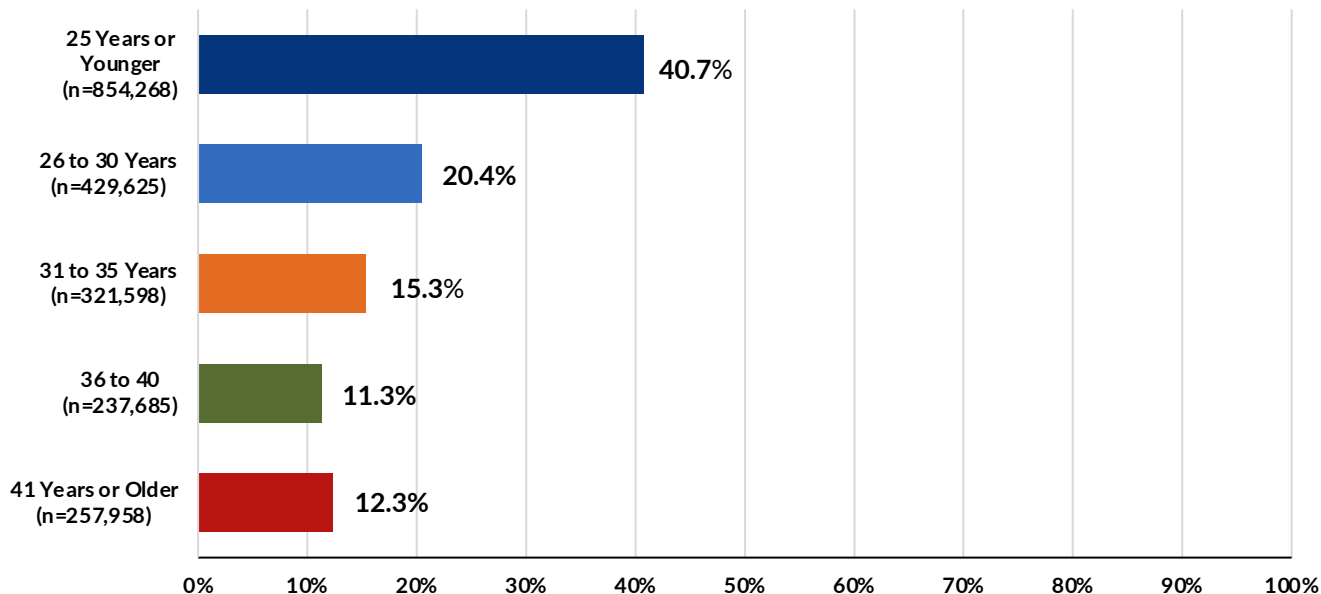
Note: Percentages may not total 100 due to rounding.

Note: Data are presented for the total DoD Force; therefore, DHS Coast Guard Active Duty and DHS Coast Guard Reserve are not included.

Source: DMDC Active Duty Military Personnel Master File (September 2018); DMDC Reserve Components Common Personnel Data System (September 2018)

1.09 ■ Age of Total DoD Force (N=2,101,134)

Overall, just over 40 percent (40.7%) of the total DoD force is 25 years of age or younger.



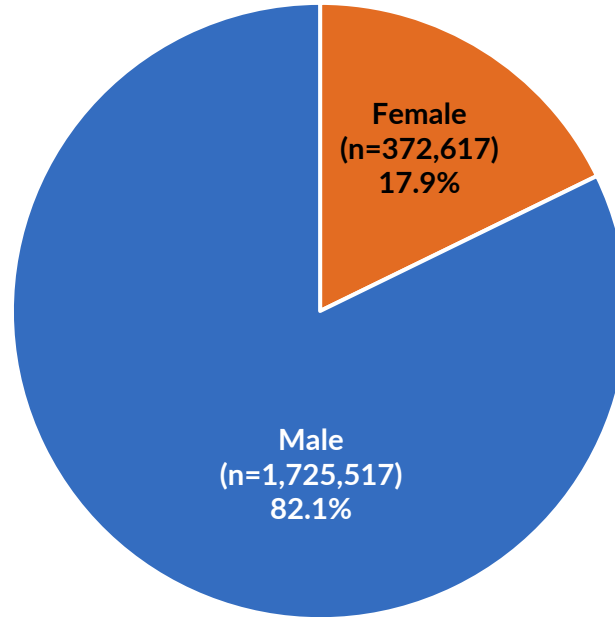
Note: Percentages may not total 100 due to rounding.

Note: Data are presented for the total DoD Force; therefore, DHS Coast Guard Active Duty and DHS Coast Guard Reserve are not included.

Source: DMDC Active Duty Military Personnel Master File (September 2018); DMDC Reserve Components Common Personnel Data System (September 2018)

1.06 ■ Gender of the Total DoD Force (N=2,101,134)

Overall, the total DoD force of 375,617 (17.9%) female members and 1,725,517 (82.1%) male members.

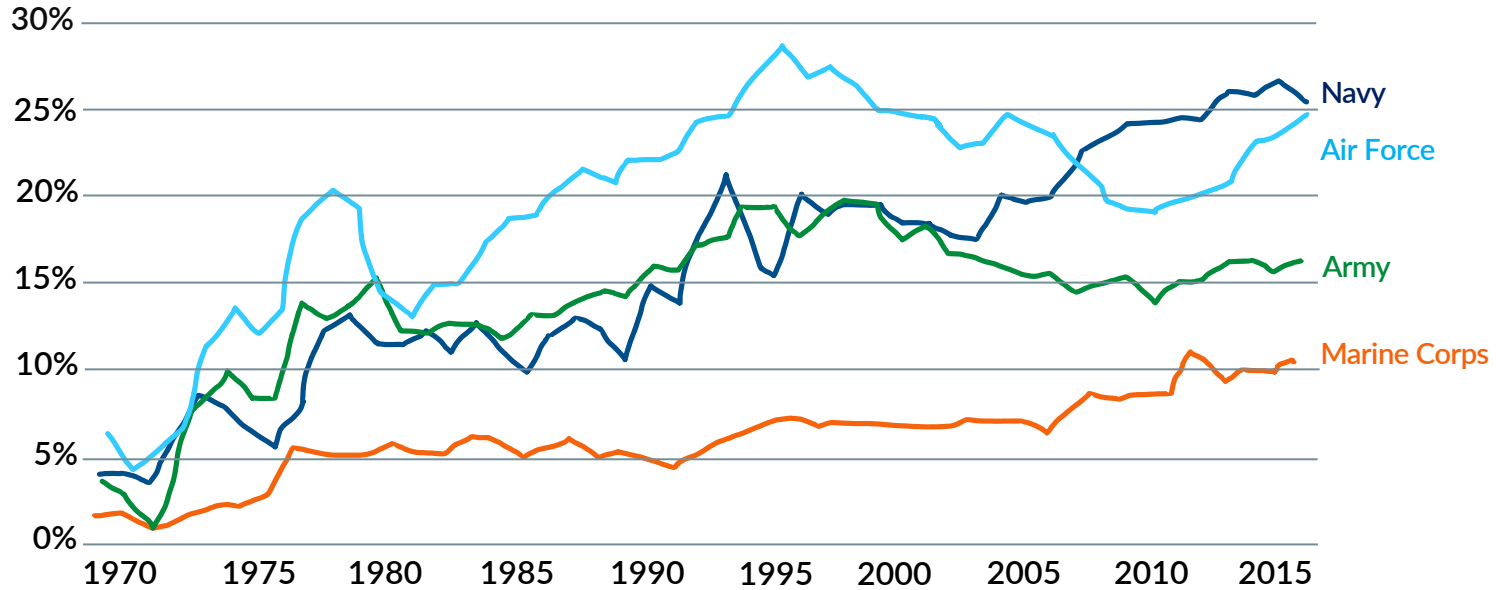


Note: Percentages may not total 100 due to rounding.

Note: Data are presented for the total DoD Force; therefore, DHS Coast Guard Active Duty and DHS Coast Guard Reserve are not included.

Source: DMDC Active Duty Military Personnel Master File (September 2018); DMDC Reserve Components Common Personnel Data System (September 2018)

Percentage of Female Enlisted Recruits, 1970-2018

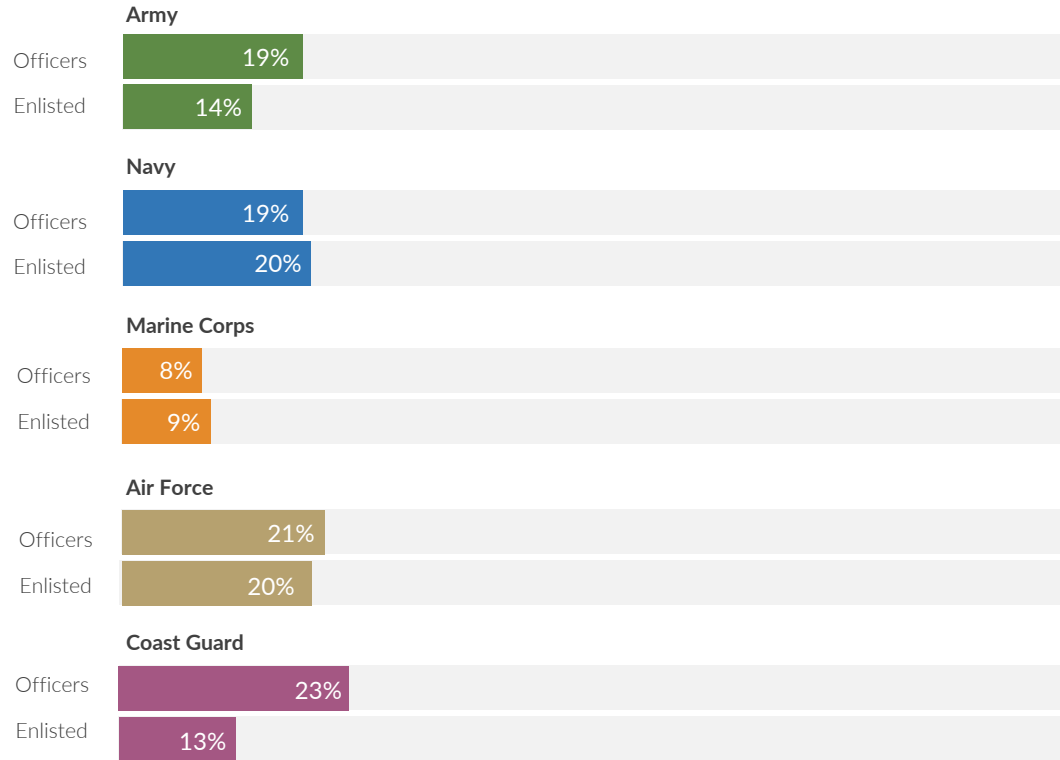


Note: Coast Guard data not available.

Source: Office of the Undersecretary of Defense.

Women's Representation by Service and Rank, 2018

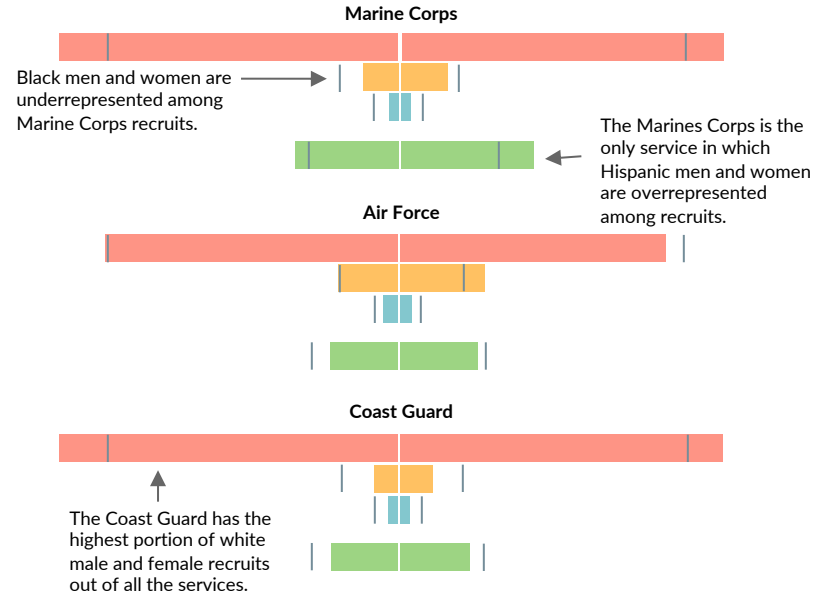
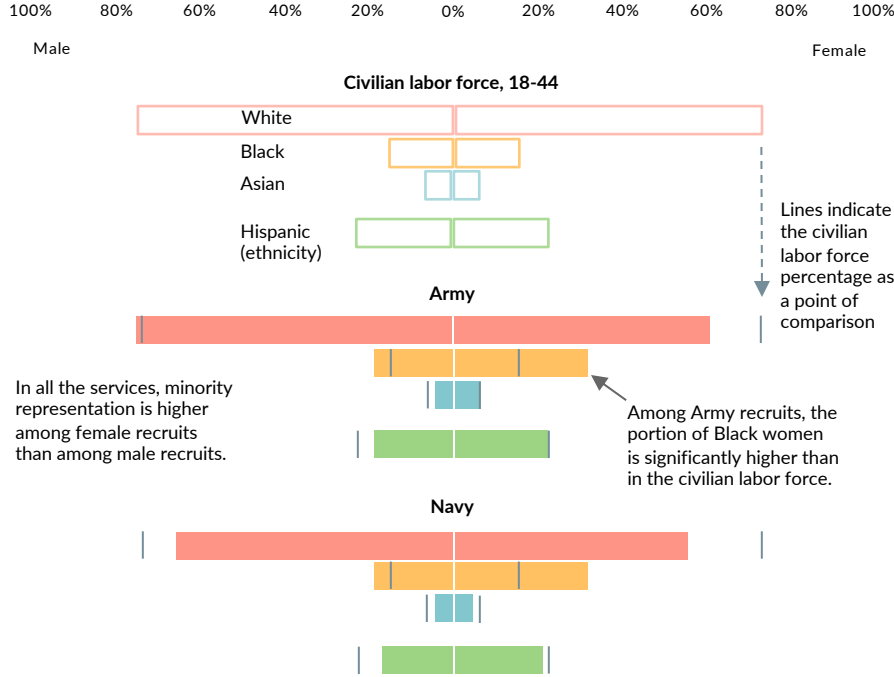
Female representation among active-duty commissioned officers and enlisted force



Source: Office of the Undersecretary of Defense.

Race and Ethnicity of Enlisted Recruits by Service and Gender, 2018

Hispanic, considered an ethnicity and not a race, overlaps with racial categories.

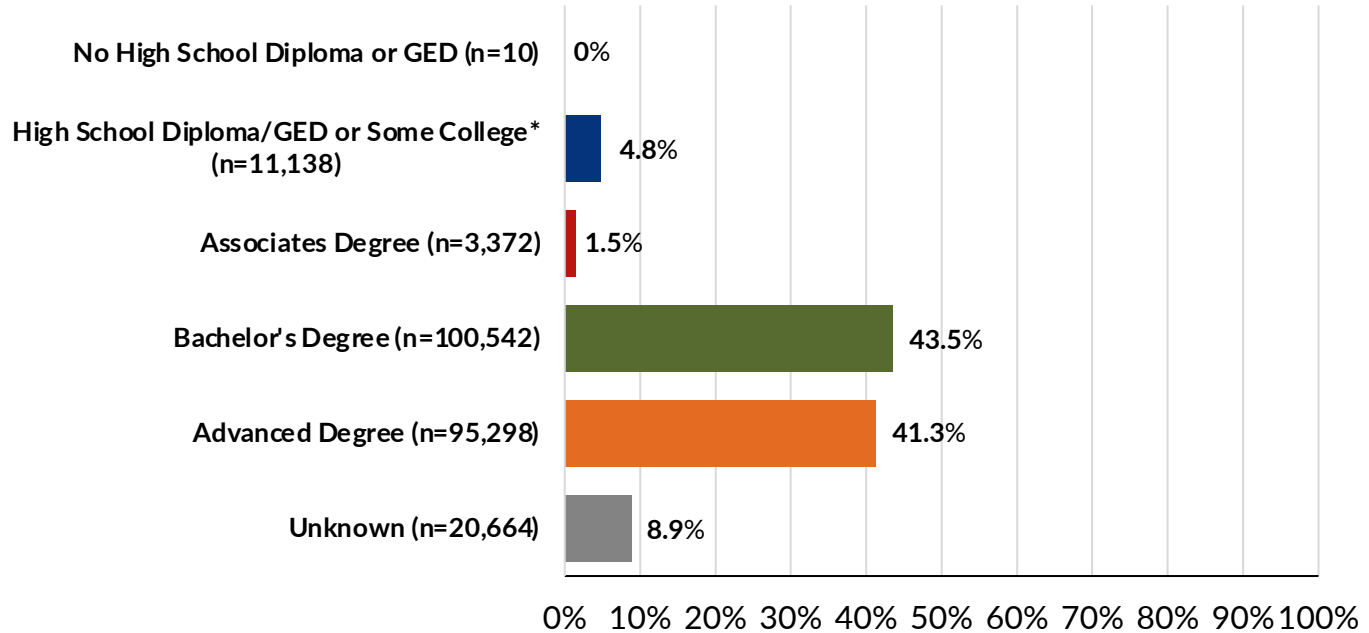


Notes: Only the three largest racial categories were included—white, Black, and Asian. Numbers do not add to one hundred because of excluded groups and because Hispanic ethnicity is considered separately from race.

Source: Office of the Undersecretary of Defense.

2.52 ■ Education Level of Active Duty (N=231,024)

The majority of Active Duty officers have a Bachelor's Degree or higher (84.8%), which is higher than the percentage of the U.S. civilian population age 25 and over that had a Bachelor's degree or higher (35.0%) in 2018.



*Includes cases with at least a high school diploma and possibly additional education without a degree earned.

Note: Percentages may not total to 100 due to rounding.

Source: DMDC Active Duty Military Personnel Master File (September 2018); United States Census (2018).

2.69 ■ Number and Percentage of Active Duty Members in Dual-Military Marriages by Service Branch and Gender

Overall, **6.7 percent of Active Duty members are in dual-military marriages**. Across all Service branches, a higher percentage of female members are in dual-military marriages than male members.

Gender of Active Duty Member	Army		Navy		Marine Corps		Air Force		Total DoD	
	N	%	N	%	N	%	N	%	N	%
Male	11,970	3.0%	9,863	3.8%	4,302	2.5%	17,584	6.9%	43,719	4.0%
Female	12,146	17.2%	10,741	16.8%	3,387	21.2%	16,855	25.9%	43,129	20%
Total	24,116	5.1%	20,604	6.3%	7,689	4.1%	34,439	10.7%	86,848	6.7%

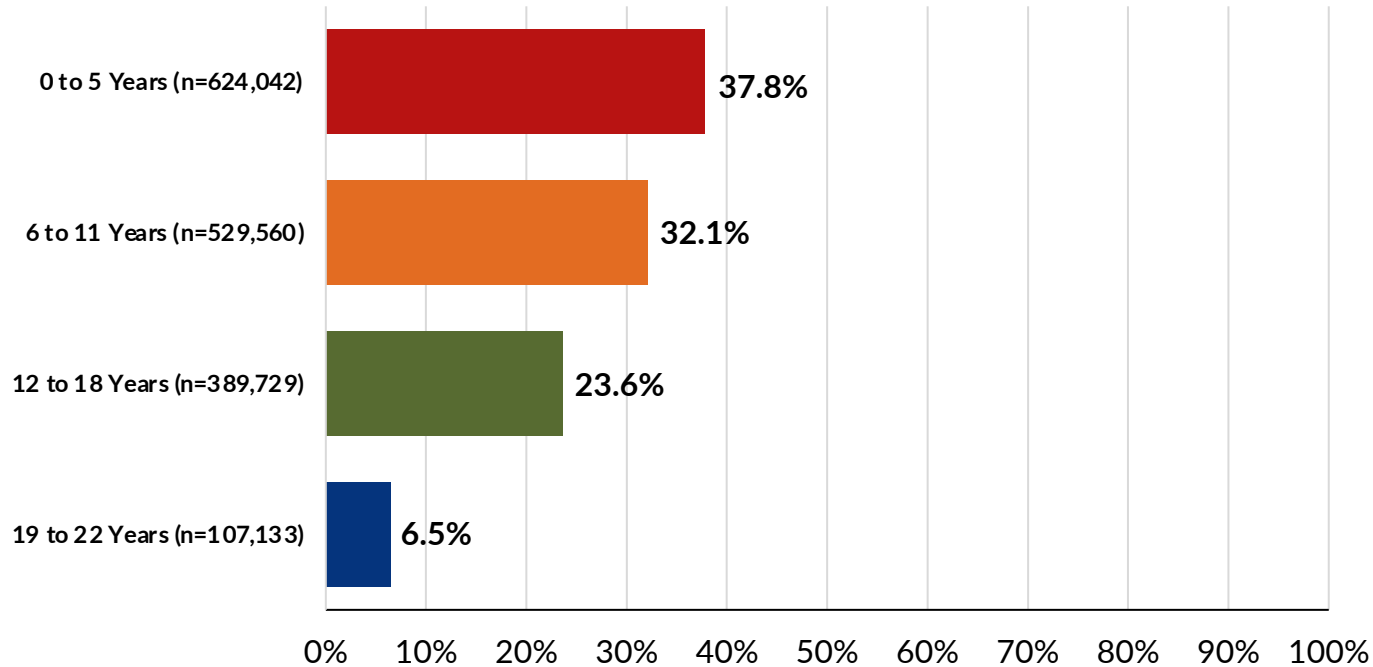
Source: DMDC Active Duty Military Personnel Master File (September 2018)

Total DoD Force Family Members:

2,600,000+

4.06 ■ Age of DoD Force Children (N=1,650,464)

Across the 1,650,464 military children in the DoD, more than two-thirds (69.9%) are 11 years of age or younger.



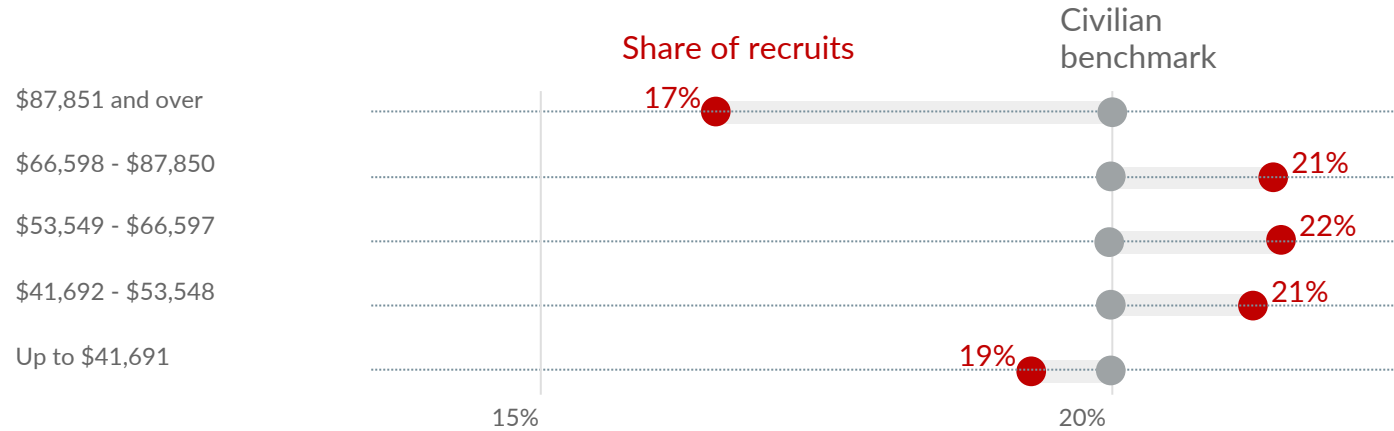
Note: Children ages 21 to 22 must be enrolled as full-time students in order to qualify as dependents.

Note: Percentages may not total to 100 due to rounding.

Source: DMDC Active Duty Military Family File (September 2018); DMDC Reserve Components Family File (September 2018)

Middle Class Overrepresented Among Recruits

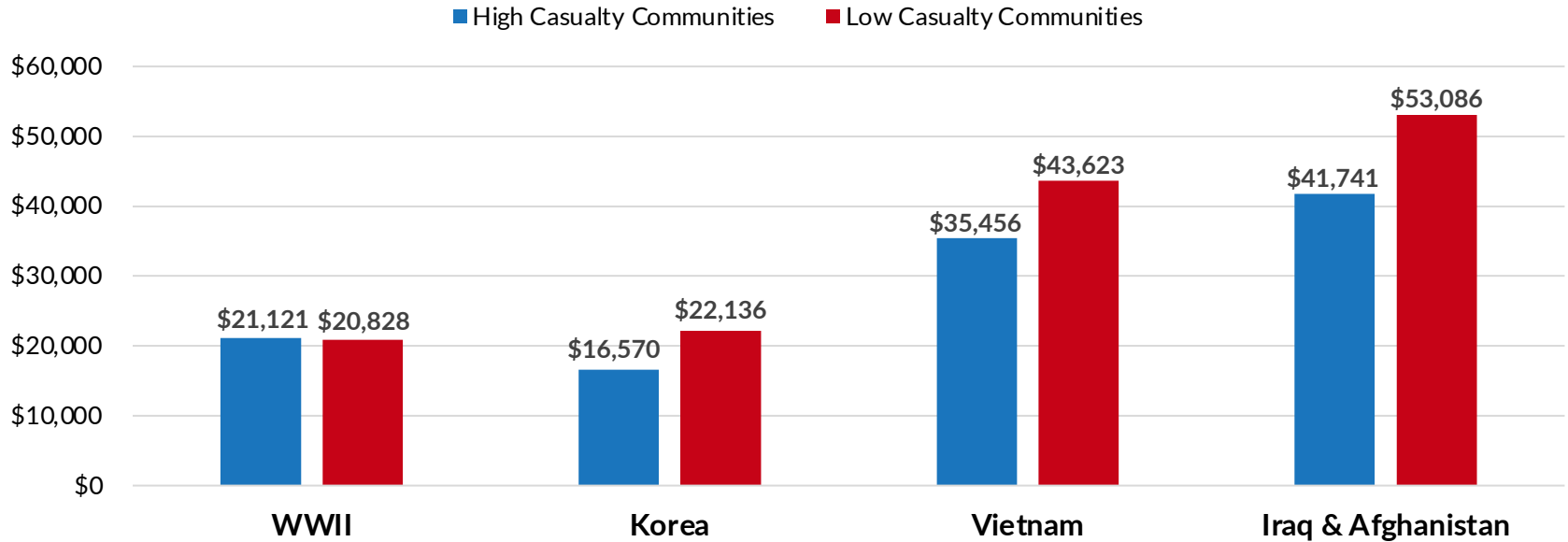
Share of recruits by neighborhood income level



Notes: Income ranges represent the median household income quintiles for all U.S. census tracts. Each quintile includes 20 percent of the U.S. population. Coast Guard data not available.

Source: Office of the Undersecretary of Defense.

Two Americas of Military Sacrifice: Difference in Median Family Income Levels Between High-Casualty Communities and Low-Casualty Communities



What to Notice in Figure 2: Figure 2 illustrates that since World War II, communities with higher casualty rates have had lower incomes than communities with lower casualty rates. To generate Figure 2, we divided all the communities for each war into two groups: the first includes all communities whose casualty rates place them in the top quarter of the casualty distribution; the second group comprises all other communities. From census data, we then calculated the average median family income for both groups. To provide a constant metric, we adjusted the income data from previous periods to reflect their value in year 2000 dollars.

Source: Douglas L. Kriner & Frances X. Shen, *Invisible Inequality: The Two Americas of Military Sacrifice*, *The University of Memphis Law Review*, Vol. 46, 561

Where are they?

Rank	State	Number of Active Duty	Percentage of Active Duty Living in State	Cumulative Percentage	Rank	State	Number of Active Duty	Percentage of Active Duty Living in State	Cumulative Percentage
1	California	153,505	13.6%	13.6%	28	Nebraska	6,270	0.6%	95.0%
2	Virginia	122,314	10.8%	24.3%	29	New Jersey	6,103	0.5%	95.5%
3	Texas	117,844	10.4%	34.8%	30	Connecticut	5,547	0.5%	96.0%
4	North Carolina	99,193	8.8%	43.5%	31	Utah	4,277	0.4%	96.4%
5	Georgia	65,371	5.8%	49.3%	32	Arkansas	3,531	0.3%	96.7%
6	Florida	60,251	5.3%	54.6%	33	Delaware	3,506	0.3%	97.0%
7	Washington	58,115	5.1%	59.7%	34	Idaho	3,477	0.3%	97.3%
8	Hawaii	41,803	3.7%	63.4%	35	South Dakota	3,413	0.3%	97.6%
9	South Carolina	39,237	3.5%	66.9%	36	Montana	3,303	0.3%	97.9%
10	Colorado	35,012	3.1%	70.0%	37	Wyoming	3,196	0.3%	98.2%
11	Kentucky	32,247	2.8%	72.8%	38	Rhode Island	3,075	0.3%	98.5%
12	Maryland	28,259	2.5%	75.3%	39	Pennsylvania	2,230	0.2%	98.7%
13	Kansas	21,507	1.9%	77.2%	40	Massachusetts	2,123	0.2%	98.8%
14	Illinois	20,955	1.8%	79.1%	41	Tennessee	2,017	0.2%	99.0%
15	Oklahoma	20,807	1.8%	80.9%	42	New Hampshire	1,084	0.1%	99.1%
16	New York	19,710	1.7%	82.6%	43	Michigan	956	0.1%	99.2%
17	Arizona	18,850	1.7%	84.3%	44	Indiana	947	0.1%	99.3%
18	Alaska	17,732	1.6%	85.9%	45	Wisconsin	709	0.1%	99.4%
19	Missouri	16,908	1.5%	87.4%	46	Oregon	548	0.0%	99.4%
20	Louisiana	14,419	1.3%	88.6%	47	Minnesota	464	0.0%	99.4%
21	New Mexico	12,523	1.1%	89.7%	48	Iowa	215	0.0%	99.5%
22	Mississippi	12,076	1.1%	90.8%	49	Vermont	135	0.0%	99.5%
23	Nevada	11,070	1.0%	91.8%	50	West Virginia	135	0.0%	99.5%
24	District of Columbia	8,108	0.7%	92.5%	51	Maine	121	0.0%	99.5%
25	Alabama	7,962	0.7%	93.2%		Unknown*	5,741	0.5%	100.0%
26	North Dakota	7,374	0.7%	93.8%					
27	Ohio	6,558	0.6%	94.4%					
					Total DoD in U.S. 1,132,833 100.0%				

Number and Percentage of Active Duty Members within the United States by State

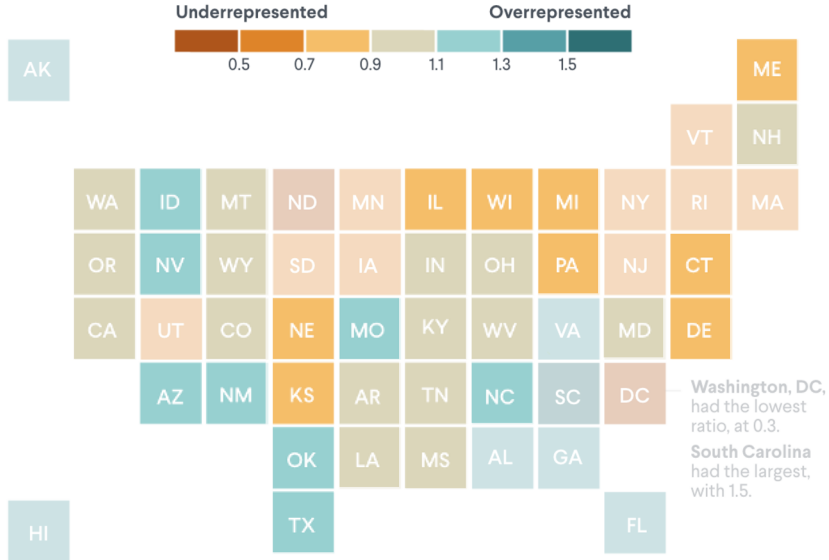
* Unknown includes Active Duty members located in the United States whose state information is unknown.

Note: Percentages may not total to 100 due to rounding.

Source: DMDC Active Duty Military Personnel Master File (September 2018)

Representation of States Among Enlisted Recruits, 2018

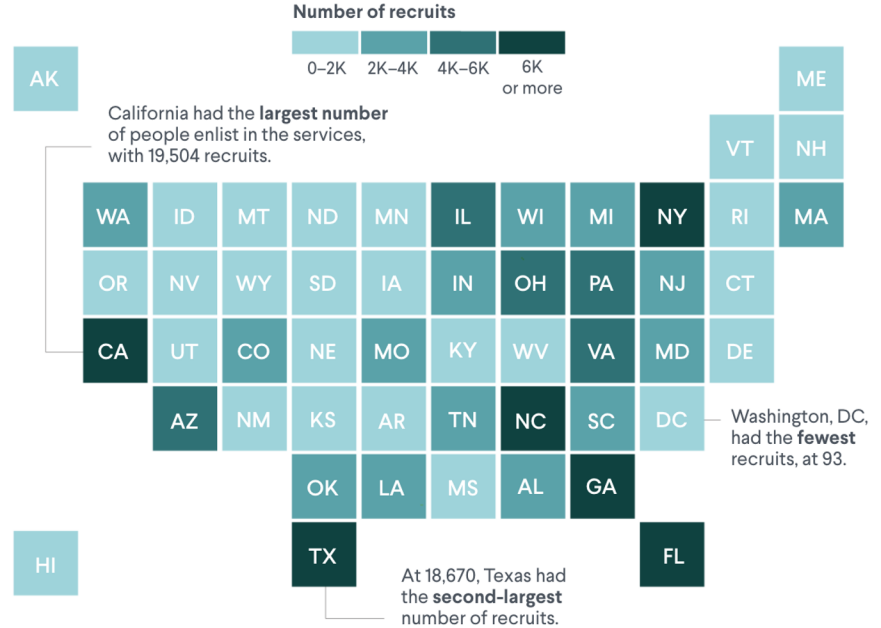
Ratio of enlisted recruits to civilian 18–24 year olds



Notes: Coast Guard data not available.

Source: Office of the Undersecretary of Defense.

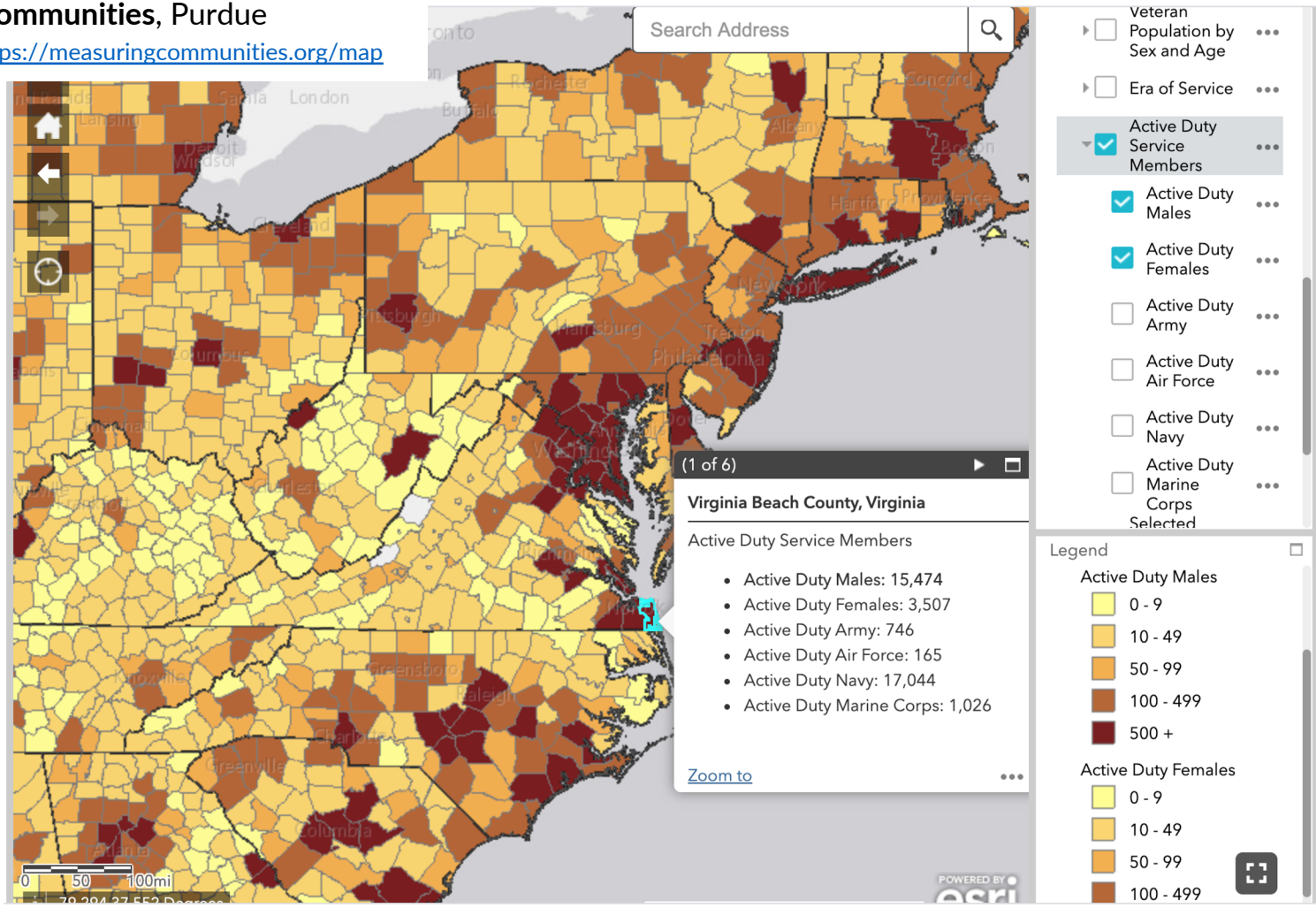
Number of Enlisted Recruits, 2018

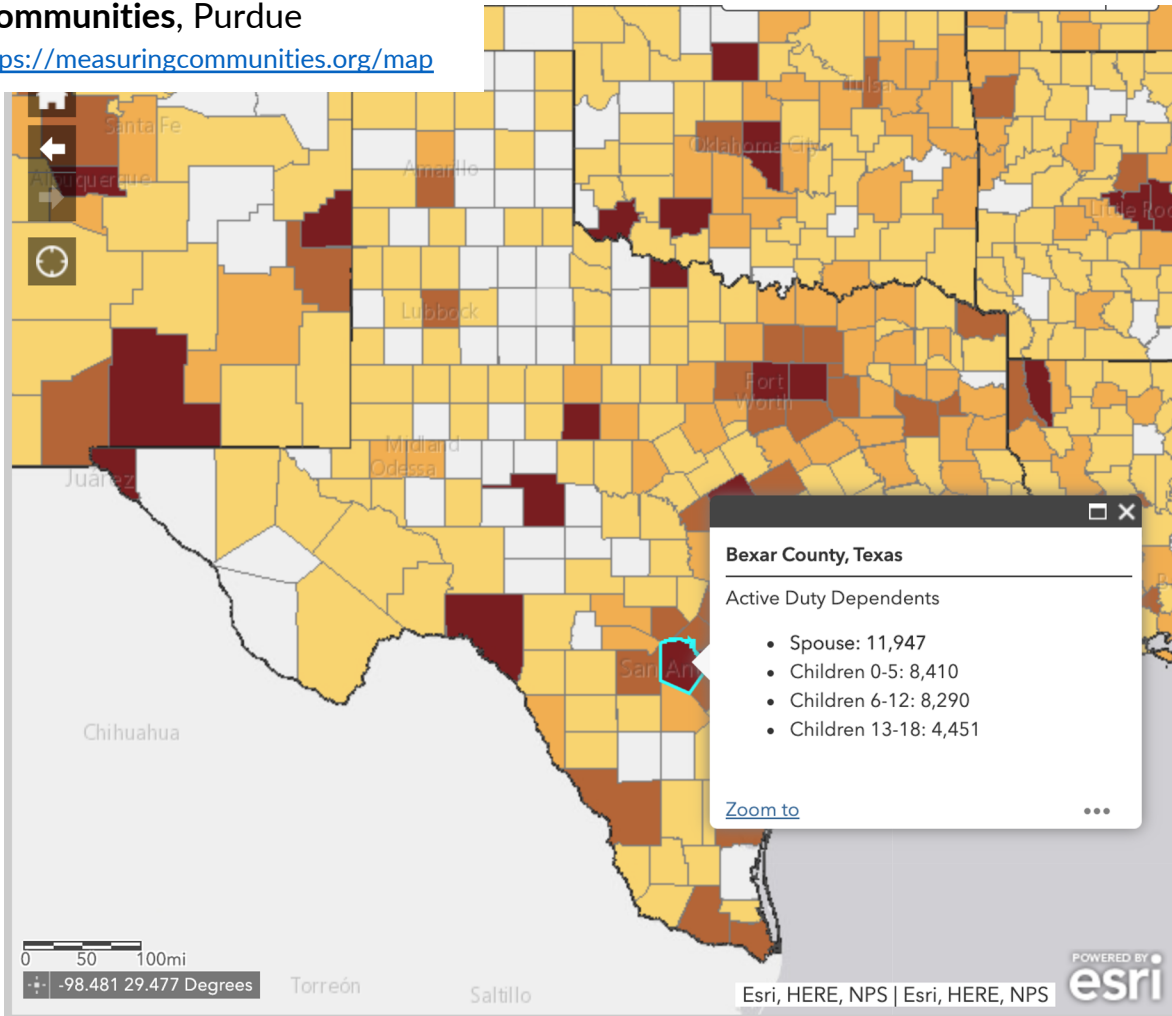


Notes: Coast Guard data not available.

Source: Office of the Undersecretary of Defense.

Measuring Communities, Purdue University <https://measuringcommunities.org/map>





- Females
- Active Duty Army ...
- Active Duty Air Force ...
- Active Duty Navy ...
- Active Duty Marine Corps ...
- Selected Reserve Service Members ...
- Active Duty Dependents ...
- Spouse ...
- Children 0-5 ...

Legend

Demographics

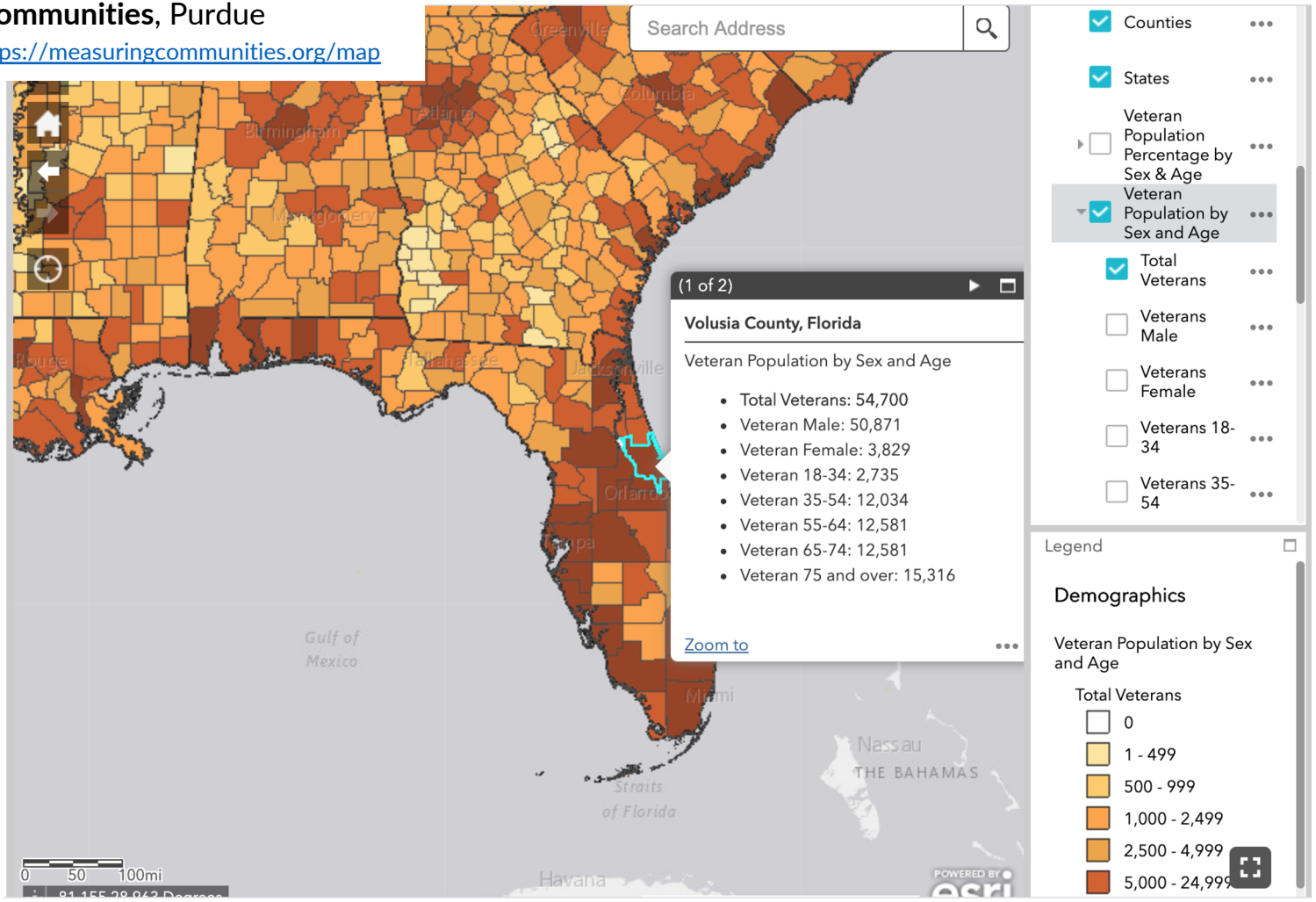
Active Duty Dependents

Spouse

- 0
- 1 - 9
- 10 - 49
- 50 - 499
- 500 +

0 50 100mi
-98.481 29.477 Degrees

Torreón Saltillo



**How does service
shape them?**

Positive Results of Service

96% of veterans are proud of their service

74% believe their service helped them

90% say their service built confidence

93% of female veterans and **95%** of male veterans feel service had a positive impact on their life

Armed Forces Officer: Characteristics of Officers

Commissioned due to: patriotism, valor, fidelity*, abilities

“Otherness” means:

- Integrity, good manners, sound judgment, discretion
- Exceptional and unremitting responsibility
- Discipline and unlimited liability

The Armed Forces have the characteristics of a:

- Guild (laws and customs)
- Covenant (give and get)
- Vocation (higher calling and sacrifice)
- Profession (expertise, service to society, corporateness, ethics, and ethos)

The Military's Mission

UNIFIED COMBATANT COMMAND'S AREA OF RESPONSIBILITY

U.S. SPACE COMMAND



U.S. NORTHERN COMMAND



U.S. EUROPEAN COMMAND

U.S. CENTRAL COMMAND



U.S. AFRICA COMMAND



U.S. INDO-PACIFIC COMMAND



FUNCTIONAL COMBATANT COMMAND

- U.S. Special Operations Command
- U.S. Transportation Command
- U.S. Strategic Command
- U.S. Cyber Command

U.S. SOUTHERN COMMAND



Functions of the Force

- **Defend** – Ward off and minimize attack
- **Deter** – Prevent adversary from doing something
- **Compel** – Get someone to start or stop an action
- **Assert** – Prestige
- **Acquire** – Seize territories or resources
- *****Stabilize**– Newest function

2018 National Defense Strategy

Domestic Mission:

Protect the
American People, the
Homeland, and the
American Way of Life

- Secure U.S. borders and territories
 - Defend against WMD
 - Combat biothreats and pandemics
 - Strengthen border control and immigration policy
- Keep America safe in the Cyber Era
- Promote American resilience
- Assist with emergency disaster response

Mission Abroad: 2018 National Defense Strategy

- Sustain Joint Force military advantages, both globally and in key regions
- Deter adversaries from aggression against our vital interests
- Enable U.S. interagency counterparts to advance U.S. influence and interests
- Maintain favorable regional balances of power in the Indo-Pacific, Europe, Middle East, and Western Hemisphere
- Pursue threats to their source – dismantle transnational criminal organizations
- Defend allies from military aggression and bolstering partners against coercion, and fairly share responsibilities for common defense
- Dissuade, prevent, or deter state adversaries and non-state actors from acquiring, proliferating, or using weapons of mass destruction
- Prevent terrorists from directing or supporting external operations against the United States homeland and its citizens, allies, and partners overseas
- Ensure common domains remain open and free

Context for National Defense Strategy

- Reemergence of strategic, long-term competition (China and Russia)
- Resilient but weakening post-WWII order
- Rogue regimes (N. Korea and Iran)
- Contested U.S. military advantage in every domain
 - We could generally deploy our forces when we wanted, assemble them where we wanted, and operate how we wanted
 - Today, every domain is contested—air, land, sea, space, and cyberspace
- Non-state actors are increasingly sophisticated
- Homeland is no longer a sanctuary

The Civil-Military Divide & its Consequences

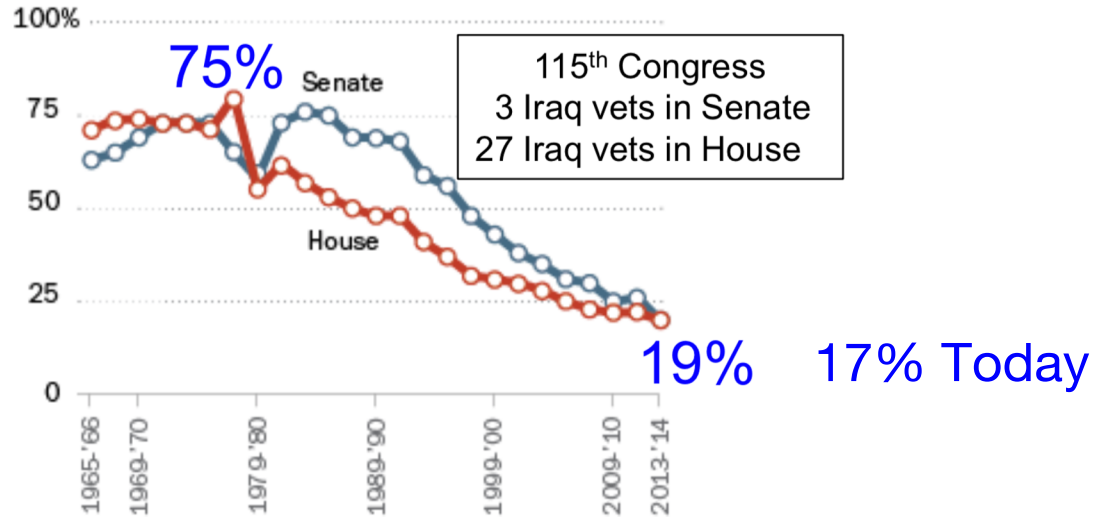
“Most Americans know roughly as much about the U.S. military as they know about the surface of the moon. It’s not that Americans dislike the military...it’s just that we do not have a clue who is in it, what it does, what it costs those who join it, or what current U.S. policies cost us – as a nation or as a democracy.”

– Rosa Brooks

Percentage of Eligible Citizens Who Served

War of 1812	25%
Mexican War	10%
Civil War	90%
World War I	15-20%
World War II	50-60%
Today	2-3%

Veterans in Congress



Source: Vital Statistics on Congress (2013 edition),
The Brookings Institution

PEW RESEARCH CENTER

In 2014, approximately **83%** of Army recruits had a **close family member** who had **served** in the military.

Source: Bernard D. Rostker, Jacob Alex Klerman, Megan Zander-Cotugno, "Recruiting Older Youths: Insights from a New Survey of Army Recruits," RAND, 2014, Prepared for the Office of the Secretary of Defense

Diminishing Ties To Public

47% feel their local **civilian community has limited awareness of, appreciation, understanding, support, and respect** for military and veteran families

Source: Blue Star Families, 2019 Military Family Lifestyle Survey

CIVILIAN-MILITARY DIVIDE



feel the **general public understands** their sacrifices
*7% have no opinion**



feel the **general public is aware** of challenges military service places on families
*7% have no opinion**

LOCAL COMMUNITY SUPPORT



do not feel a sense of belonging to their local civilian community
*27% neutral**

Families want better **engagement, communication, and understanding** from local civilians

Military spouses are **least** likely to feel employers in their local area are eager to hire military-affiliated employees; veterans are **most** likely to feel this way

Consequences of Civil-Military Divide

- Fewer veteran policymakers undermines military & veteran support
- Lack of debate between the American people and their elected officials about the strategic rationale underpinning military operations overseas threatens to undermine the stability and cogency of U.S. foreign policy
- Researchers Christopher Gelpi and Peter Feaver have shown that policymakers without military experience are more likely to be interventionists
 - A lack of understanding of the missions or the stakes for real people can result in politicians using the military as a tool or prop
- Development of a “warrior caste” in American society

Civilian understanding of the military influences:

Military's ability to recruit and retain personnel

"Showing normal life, meeting Soldiers, etc. will show people that the military allows you to serve with amazing people, learn leadership skills that will benefit you the rest of your life, and grow as a person in a way that few other professions allow." - 2018 Army service member

Civilian schools' ability to effectively support military students and families

"We live away from a base in a small town. Reintegration has been terrible for him because the school doesn't get it [...] they just don't understand our lifestyle as a reserve family." - 2015 Reserve spouse

Civilian employers' understanding of military spouse & veteran employment needs

"[P]ublic understanding is truly important in hiring veterans [...] I think most large businesses get it and put forth a helping hand with employment, but I'm not so sure about the small businesses' understanding." - 2018 Air Force spouse

Civilian physical & mental health providers' knowledge of military life issues

"Civilian mental health counselors have little experience with military members." - 2016 Air Force spouse

Military families' sense of belonging in their local civilian community & veteran families' ability to transition into civilian life

"Military families go through a lot and to have the community not be empathetic makes the situation worse." - 2018 Navy spouse

Americans Have Become “Triply Cynical”

1. Americans honor troops, but don't think about them
2. They care about defense spending, but treat it as stimulus
3. They support strong defense, but assume dominance

Part II:

**Issues Affecting Military Families &
What States Can Do to Help**

Agenda

Part II: Issues Affecting Military Families & What States Can Do to Help (20 min)

1. Financial Insecurity
2. Spouse Un/Underemployment
3. Child Care
4. Military Dependent Education
5. EFMP & Special Needs
6. Belonging - Military Cultural Competence

TELLING THE STORY



ANNUAL MILITARY FAMILY LIFESTYLE SURVEY

In collaboration with



For more information, visit bluestarfam.org/survey



LISTEN

Our Survey has a proven track record of elevating the voices of those who serve to the leaders and decision makers who can enhance their lives.



SHARE

We lead the field in launching conversations and fostering collaboration among different sectors, organizations, and institutions.



ACT

We translate our Survey's data into action for our military families—from implementing programs to increasing dialogue surrounding various challenges, informing legislative changes, and more.

Pain Points Poll Research

- Fielded a daily Pain Points Poll over the course of 2+ months
- 7,400+ respondents from active-duty, Reserve, National Guard, veteran, and civilian populations (to include military spouses)
- Shared and analyzed by 60 partners, including major nonprofits and leaders in the military services and DoD
- Raised key issues that became subjects of town hall meetings, news articles, and references in Congressional briefings; spurred policy changes

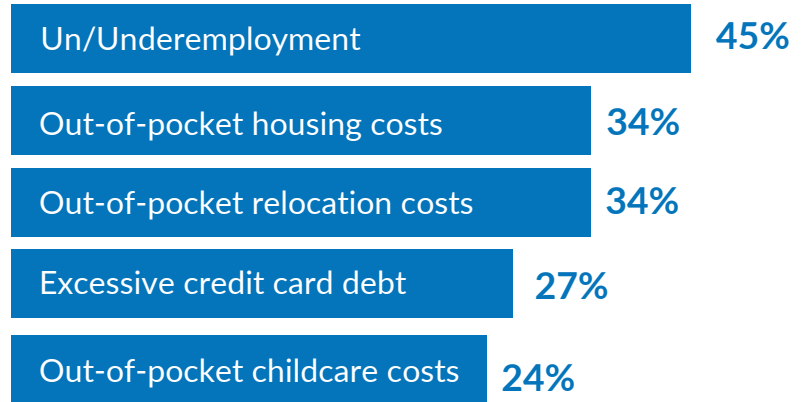


FINANCIAL STRESS



experience stress due to
current financial situation

TOP CONTRIBUTORS TO CURRENT FINANCIAL STRESS



For more information, visit bluestarfam.org/survey

Food Insecurity

In our [2018 Military Family Lifestyle Survey](#), we found that:

- **7%** of military family respondents and 12% of veteran family respondents indicated that someone in their household had **faced food insecurity in the past year**.
- **9%** of military family respondents and 18% of veteran family respondents indicated that someone in their household had **sought emergency food assistance** through a food bank, food pantry, or charitable organization.

Recent Pentagon records show that during the 2018-2019 school year, **one-third of military children** at DoD-run schools in the U.S. were **eligible for free or reduced-price lunch**.

CMSI PPP: **6%** usually used a free or reduced-price lunch program and **became food insecure due to school closures**.

For more information, visit bluestarfam.org/survey

What States Can Do to Help

Food Insecurity

- Develop promising practices for schools to continue to provide families with free and reduced-price meals during remote learning

For more information, visit bluestarfam.org/survey

SPOUSE EMPLOYMENT BARRIERS DIFFER WHEN CHILDREN ARE PRESENT

24%

of military spouses are unemployed (in labor force and actively seeking work in the past 4 weeks)

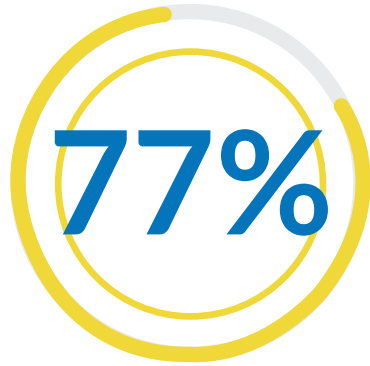
Post-pandemic spouse unemployment could reach upwards of **30%**

TOP REASONS FOR UNEMPLOYMENT AMONG MILITARY SPOUSES SHIFTS WITH PRESENCE OF CHILDREN IN THE HOME

	Unemployed Spouses With Children	Unemployed Spouses Without Children
1	51% Service member's day-to-day job demands make it too difficult	52% Overqualified for positions in my local area
2	44% Childcare is too expensive	40% I am recovering from a PCS move
3	35% Overqualified for positions in my local area	25% Service member's day-to-day job demands make it too difficult

For more information, visit bluestarfam.org/survey

MILITARY SPOUSE UNDEREMPLOYMENT



of employed military spouses are underemployed

Underemployment circumstances



For more information, visit bluestarfam.org/survey

HIRING INITIATIVES MAY NOT SPEAK TO MILITARY SPOUSES AS THEY DO TO VETERANS

	Military Spouses	Veterans
Felt employers in their local area were not eager to hire military-affiliated individuals	40%	23%
Believed that employers in the local community would not accommodate the needs of military-affiliated employees	35%	22%

Military spouses want flexible work = flexible scheduling, remote/telework

For more information, visit bluestarfam.org/survey

What States Can Do to Help

Spouse Employment

- Incentivize private sector employers to initiate flexible work programs for military spouses
- Remove licensure barriers for military spouses
- Ensure state unemployment offices are equipped to answer FAQs re: military spouse unemployment, and that military spouses (particularly those transitioning from OCONUS) can apply online for benefits

For more information, visit bluestarfam.org/survey

CHILDCARE AFFORDABILITY IS A BARRIER FOR SERVICE MEMBERS



of female
service
members



of male
service
members

feel lack of childcare impacted their
pursuit of education/employment

AFFORDABILITY OF CHILDCARE ISN'T JUST A FEMALE SERVICE MEMBER ISSUE

Top Reasons Childcare Problems Moderately to Completely Impact Service Members Pursuit of Education/Employment		
Male Service Members	52% Difficulty Finding an Affordable Provider	35% Limited Childcare Availability
Female Service Members	48% Hours of Operation	48% Difficulty Finding an Affordable Provider

For more information, visit bluestarfam.org/survey

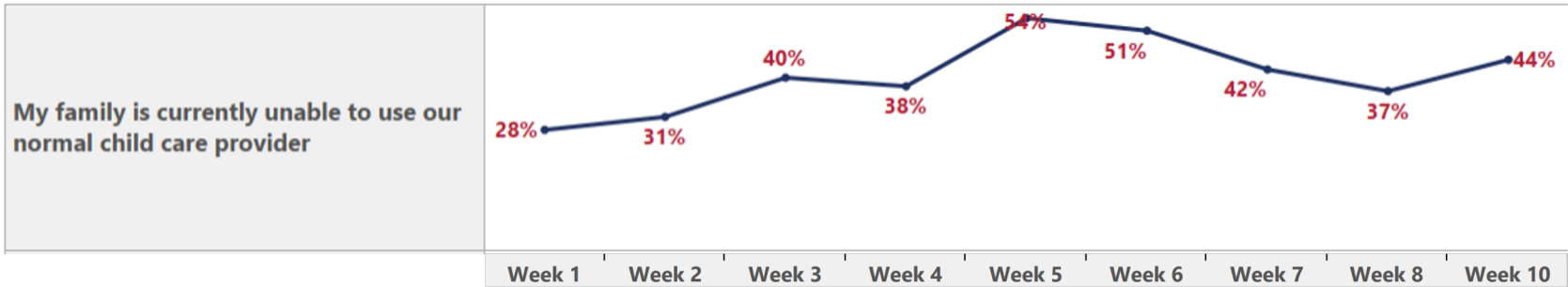
COVID-19 Has Exacerbated Child Care Accessibility



18% of military or civilian mission essential respondents with child care needs were unable to access the child care they required

6% of active-duty family respondents with child care needs indicated they could not use their command approved Family Care Plan (FCP)

Active Duty Family Respondents (Weeks 1-10)



Polling and analysis made possible by Booz Allen Hamilton and USAA

Pain Points Poll Polling Period: March 18 - May 26, 2020 | Total respondents: 7,421. (Week one: 3/18-3/24 & 1,321 respondents; Week two: 3/25-3/31 & 1,234; Week three: 4/1-4/7 & 690 respondents; Week four: 4/8-4/14 & 668 respondents; Week five: 4/15-4/21 & 560; Week six: 4/22-4/28 & 560 respondents; Week seven: 4/29-5/5 & 822 respondents; Week eight: 5/6-5/12 & 562 respondents; Week nine: 5/13-5/19 & 160 respondents; Week ten: 5/20-5/26 & 655 respondents). Questions should be directed to survey@bluestarfam.org.

*Avg. across all polling weeks for which the data was collected

What States Can Do to Help

Child Care

- Enact paid family leave policies for military family situations involving:
 - (a) qualifying exigencies arising out of a family member being on active duty in a foreign country (or being notified of an impending call/order of active service in a foreign country);
 - (b) caring for a family member who is a covered service member; and
 - (c) caring for a family member with a serious health condition
- Work with local installations to explore innovative ways to expand child care capacity
- Encourage cities near military installations to explore DCIP funding to help increase child care capacity in child care deserts

For more information, visit bluestarfam.org/survey

MILITARY K-12 EDUCATION



are homeschooling

Of those who
lived apart in
the last five
years,



lived apart due
to **child's**
education

For more information, visit bluestarfam.org/survey

SCHOOLS: BUILDING A SENSE OF BELONGING FOR MILITARY FAMILIES AND CHILDREN



of families with oldest child eligible for K-12 experienced 2+ school transitions due to a military move



believe their child has a strong sense of belonging to the school

Opportunities to improve: (1) course and program placement, (2) welcoming practices, and (3) extracurricular participation withing and outside of the Interstate Compact

Top training for schools: understanding impact of frequent moves on children

For more information, visit bluestarfam.org/survey

COVID-19 Has Increased K-12 Education Concerns



32% of military family respondents reported their **child is supposed to transition to a new school this year** (CMSI, Pain Points Poll, July 2020)

On average (question fielded weeks 8-10), at least **30%** of respondents whose children will be transferring schools were **“extremely concerned”** about:

- smooth transition into new school (including distance education)
- addressing knowledge gaps that emerged due to non-traditional schooling
- distance learning in a new location
- registering child(ren) if schools are closed
- obtaining documents needed to enroll child(ren) into a new school

Polling and analysis made possible by Booz Allen Hamilton and USAA

Pain Points Poll Polling Period: March 18 - May 26, 2020 | Total respondents: 7,421. (Week one: 3/18-3/24 & 1,321 respondents; Week two: 3/25-3/31 & 1,234; Week three: 4/1-4/7 & 690 respondents; Week four: 4/8-4/14 & 668 respondents; Week five: 4/15-4/21 & 560; Week six: 4/22-4/28 & 560 respondents; Week seven: 4/29-5/5 & 822 respondents; Week eight: 5/6-5/12 & 562 respondents; Week nine: 5/13-5/19 & 160 respondents; Week ten: 5/20-5/26 & 655 respondents). Questions should be directed to survey@bluestarfam.org.

*Avg. across all polling weeks for which the data was collected

What States Can Do to Help

K-12 Education

- Waive residency requirement for school enrollment for military dependents
- Ensure compliance with Interstate Compact on Educational Opportunity for Military Children
- Aid military families with school transitions (ex. A more robust school liaison officer (SLO) program to include easier access to the SLO and assistance for finding schools)
- Press federal government to fully fund Impact Aid

For more information, visit bluestarfam.org/survey

RELOCATION IS CHALLENGING FOR FAMILIES ENROLLED IN EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

40%

cannot receive a referral
and see a specialist in a
reasonable amount of time
after a relocation

In an open-ended question,
***9% bypassed the system
or went without treatment***
due to difficulties in
obtaining referrals

For more information, visit bluestarfam.org/survey

FAMILIES OF CHILDREN WITH SPECIAL NEEDS DON'T HAVE RESOURCES THEY NEED



36% say community does not have all the **resources** their family needs



34% cannot find **childcare** that meets their needs

For more information, visit bluestarfam.org/survey

Impact of COVID-19 on Mental Health



8% of active-duty spouse and 11% of veteran family respondents reported they were **unable to begin mental health care** as a result of the crisis

15% of active-duty families and 16% of veteran families reported they **could not maintain continuity of care for mental health/behavioral health** as a result of the crisis

Polling and analysis made possible by Booz Allen Hamilton and USAA

Pain Points Poll Polling Period: March 18 - May 26, 2020 | Total respondents: 7,421. (Week one: 3/18-3/24 & 1,321 respondents; Week two: 3/25-3/31 & 1,234; Week three: 4/1-4/7 & 690 respondents; Week four: 4/8-4/14 & 668 respondents; Week five: 4/15-4/21 & 560; Week six: 4/22-4/28 & 560 respondents; Week seven: 4/29-5/5 & 822 respondents; Week eight: 5/6-5/12 & 562 respondents; Week nine: 5/13-5/19 & 160 respondents; Week ten: 5/20-5/26 & 655 respondents). Questions should be directed to survey@bluestarfam.org.

*Avg. across all polling weeks for which the data was collected

What States Can Do to Help

Mental Health

- Create interstate licensing flexibility for mental health and EFMP providers that serve military families

For more information, visit bluestarfam.org/survey

SENSE OF BELONGING IN LOCAL COMMUNITIES



do not feel a sense of belonging in their local civilian community

Increased perceived **military family lifestyle cultural competency** in the community



Increased sense of belonging in the community

For more information, visit bluestarfam.org/survey

What States Can Do to Help

Belonging

- Promote Military Family Cultural Competence within the government and among local community leaders
- Partner with MSOs & VSOs to better serve military and veteran communities
 - Blue Star Families is ready and able to support you in your efforts!

For more information, visit bluestarfam.org/survey

Blue Star Families Can Help By Providing State-Level Data

We can provide state-level aMFLS and PPP data cuts to inform policy-making efforts:

1. **Descriptive statistics:** to answer topical questions about state's military and veteran community members (e.g., military spouse and veteran employment, child care, school, community integration and belonging, health care, etc.)
2. **Qualitative summary report:** to understand the nuance descriptive statistics don't convey regarding a topic of interest
3. **Primary themes and recommendations:** to translate data into understanding and understanding into effective action within the state

All reports include an analysis of the composition of the sample (descriptive statistics such as military affiliation, branch, gender, race, age, presence of children, heatmap of geographic location, etc.).

Contact survey@bluestarfam.org for more information!

Chapter-Level Data Cuts

489
RESPONDENTS
INCLUDING SERVICE
MEMBERS AND
MILITARY SPOUSES

Blue Star Families' annual Military Family Lifestyle Survey provides a comprehensive understanding of what it means to serve as a military family. For that reason, it is a blueprint for strengthening America, identifying how we can continue to enhance military family life.

This infographic represents a geographic cross-section of the results that only includes active-duty families. When referencing this data, please consider that the majority of respondents reported here are White/Non-Hispanic, military spouses (85%), and half are field or general grade officers. There is no one service branch that represents the majority of respondents; thirty-five percent of respondents are Army, 25% are Navy, 23% are Air Force, 7% are Marine Corps, and 7% are Coast Guard. The average age of respondents here is 38, 91% are female, and 24% report they are unpaid caregivers.



IN COLLABORATION WITH

BALTIMORE AND THE CHESAPEAKE REGION RESULTS



2019 MILITARY FAMILY LIFESTYLE SURVEY



TOP 5 ISSUES RANKED (n=424)		TOP LIFESTYLE STRESSORS (n=459)	
Dependent children's education	53%	Relocation issues	54%
Military family stability	48%	Isolation from family/friends	44%
Military spouse employment	47%	Financial issues/costs	40%
Lack of control over military career	40%	Ability to reliably care for incomes	38%
Amount of time away from family	38%	Lack of childcare	34%

MILITARY FAMILY STABILITY

WORK-LIFE BALANCE

58% feel current OPTIMIZED is stressful or very stressful for healthy work/family life (n=445)

BOLSTERING BELONGING

LOCAL CULTURAL COMPETENCE

60% feel local civilians support military families (n=439) 22% have no opinion

13% feel local civilians understand sacrifices local military families make (n=439) 14% have no opinion

n = total responses to each question

RELOCATION

53% received hard orders 2 months or less before relocating (n=463)

MOST CONCERNING PARTS OF RELOCATION (n=135)

finding and enrolling in schools and childcare

finding housing that fits family's needs

SENSE OF BELONGING

55% feel welcome in their local civilian community (n=419) 26% have no opinion

36% do not feel a sense of belonging to their local community (n=420) 26% have no opinion*

* Question asked differently in 2018

FINANCIAL READINESS

58% experience stress due to current financial situation (n=360)

54% say all in local civilian community do not have access to safe and affordable housing (n=360)

COMMUNITY SERVICES

33% feel local civilian support agencies aren't effectively addressing their needs 29% have no opinion and 23% don't know (n=363)

TOP CONTRIBUTORS TO CURRENT FINANCIAL STRESS (n=205)

- Un/under-employment
- Out-of-pocket housing costs
- Out-of-pocket relocation costs

MILITARY COMMUNITY SERVICE REQUIRING THE MOST IMPROVEMENT (n=416)

54% base housing

SNAPSHOT OF MILITARY FAMILIES IN BALTIMORE AND THE CHESAPEAKE REGION



SPOUSE EMPLOYMENT*

26% are not working, but want or need to work (n=301)

23% feel local employers are eager to hire military-connected employees (n=345) 23% have no opinion and 25% don't know

20% are "not at all likely" to identify military affiliation in interview (n=282) 27% say it depends on the employer

* Military spouse respondents only

n = total responses to each question

CONTACT INFORMATION

Questions about the annual Military Family Lifestyle Survey or ways to support?
survey@bluestarfam.org

Questions about Blue Star Families' Baltimore Chapter?
baltimore@bluestarfam.org

MILITARY CHILDREN'S EDUCATION

62% feel their oldest child's school did an excellent job of welcoming (n=189)

Spotlight on Interstate Compact Implementation:

38% say oldest child was unable to participate in extracurricular activities regardless of application deadline (n=120)

75% want teachers and staff to understand impact of frequent moves on child (n=195)

CHILDCARE

60% cannot always find childcare for current situation (n=201)

52% experienced childcare waitlist of 6+ months (n=87)

Funding for the 2019 Military Family Lifestyle Survey is provided through the generosity of our presenting sponsor USAA and from supporting sponsors Lockheed Martin Corporation, Craig Newmark Philanthropies, CSX Corporation, Hunt Companies, OptumServe, AARP, BAE Systems, Booz Allen Hamilton, Northrop Grumman Corporation, Wal-Mart, and Army & Air

OVERALL TAKEAWAYS

Although the majority of respondents in the Baltimore / Chesapeake region are field or general grade officers themselves, or are married to one, over half of respondents also report they are financially stressed. Spouse unemployment, out-of-pocket housing costs, and out-of-pocket relocation costs exacerbate financial stress.

There is an opportunity for the Department of Defense to increase notice for hard orders to the Baltimore / Chesapeake region.

Schools in the Baltimore/Chesapeake region can better welcome military children, especially into extracurricular activities.



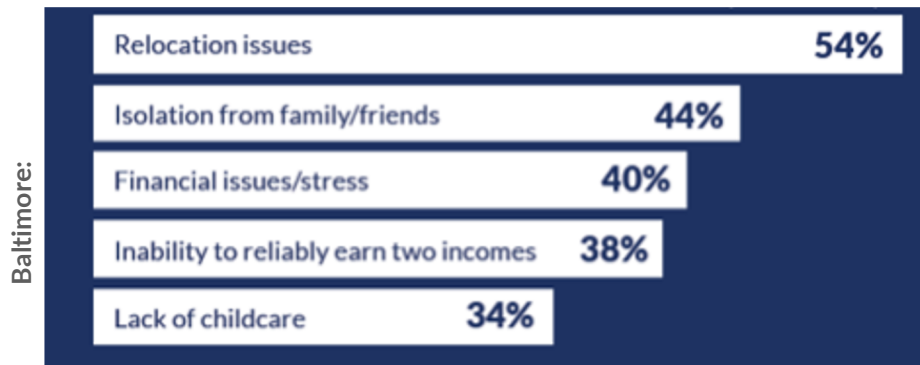
For more information, visit bluestarfam.org/survey

Baltimore and Chesapeake Region Results



2019 MILITARY FAMILY LIFESTYLE SURVEY

TOP STRESSORS FOR ACTIVE DUTY MILITARY FAMILIES



489 Respondents

Including service members and military spouses

- 85% military spouses
- 50% are themselves or are married to field or general grade officers
- 91% female
- 24% caregivers

How Baltimore/Chesapeake compares:

Strength:



feel welcome in their local civilian community
32% have no opinion
(n=182)

Call to Action:



experience stress due to current financial situation
(n=360)



received **hard orders 2 months or less** before relocating
(n=463)

*includes active-duty and veteran



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