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March 29, 2023

Senator Janeen Sollman, Co-Chair
Representative Paul Evans, Co-Chair
Joint Committee on Ways and Means, Subcommittee on Public Safety
900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048

Dear Co-Chairpersons:

This letter is in response to a question raised by Senator Sollman, and Representative Evans during the March 27, 2023 hearing of the Joint Committee on Ways & Means, Subcommittee on Public Safety.

Rep. Evans Question: What are the agency's specific plans for recruiting and retention to improve end-strength?

Agency Response: The attached PowerPoint document titled "OMD Strength Management Plan" includes brief outlines of the plans for both the Oregon Army National Guard and Oregon Air National Guard to improve end-strength through recruiting and retention efforts. Also included are the previously submitted papers on recruiting strategy and initiatives for each component.

Sen. Sollman Question: What data do you have related to tuition assistance and this potential expansion?

Agency Response: The attached PowerPoint document titled "Education Information" includes information about education benefits for Oregon National Guard service members as well as statistics on the use of the current State Tuition Assistance program. The impacts of State Tuition Assistance expansion are currently unknown. However, the intent is to directly influence reenlistment rates.

RUSSELL W. GIBSON
Director, Government and Legislative Affairs
Oregon Military Department



Oregon Military Department

Recruiting and Retention

- Oregon Army National Guard (ORARNG)
 - Conducts annual Strength Management Symposium (SMS)
 - SMS results in Strength Campaign Plan (SCP)

- Oregon Air National Guard (ORANG)
 - ORANG Commander receives monthly updates from recruiting Officer in Charge (OIC) and Non-Commissioned Officer In Charge (NCOIC)
 - ORANG Commander identifies and directs next actions that are passed to both Recruiting and Wing leadership



Oregon Army National Guard

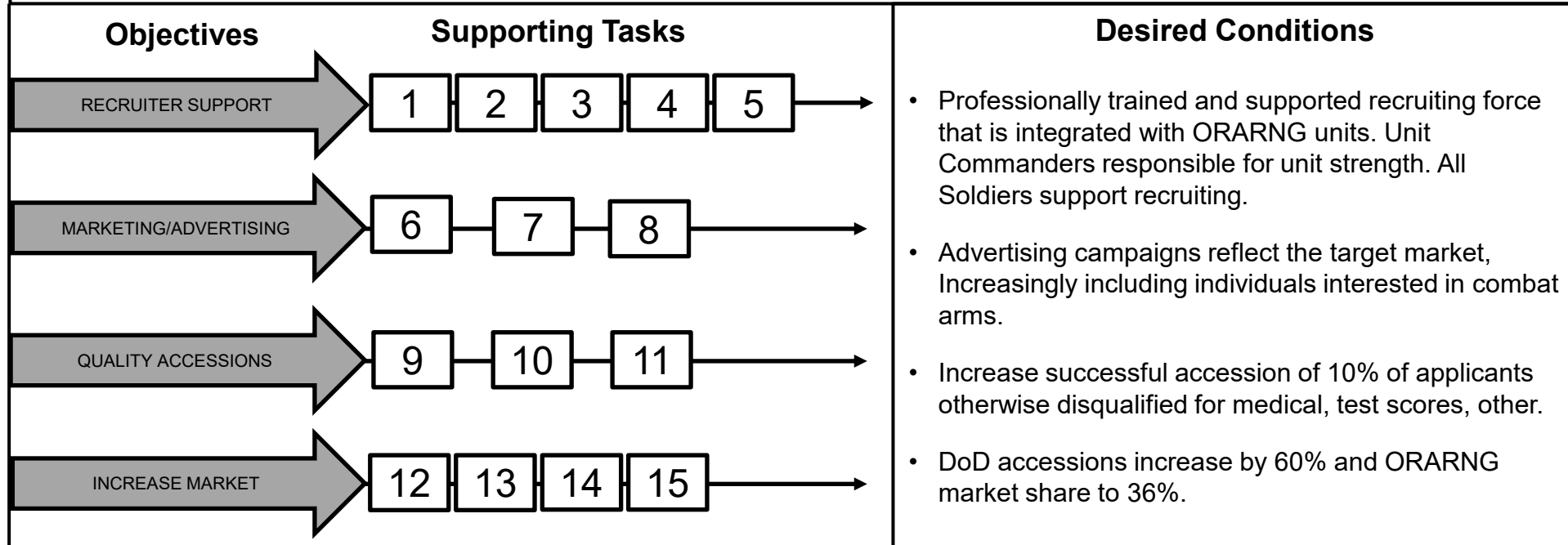
Recruiting and Retention

- Annual Strength Management Symposium (SMS) held annually in January
- SMS process results in SCP
- SCP has two components: Recruiting (aka Accessions) and Retention (aka Attrition Management)
- Each SCP Component has four lines of effort, each with an objective
 - Each line of effort / objective has multiple supporting tasks
- An office of primary responsibility (OPR) is assigned for each supporting task
 - OPR develops metrics for assigned supporting task
 - OPR reports on supporting task progress monthly to the Chief of Staff
- Results and/or issues are reported through ORARNG Commander to The Adjutant General



ORARNG Recruiting Plan

ORARNG Increases Accessions TY23 and TY24



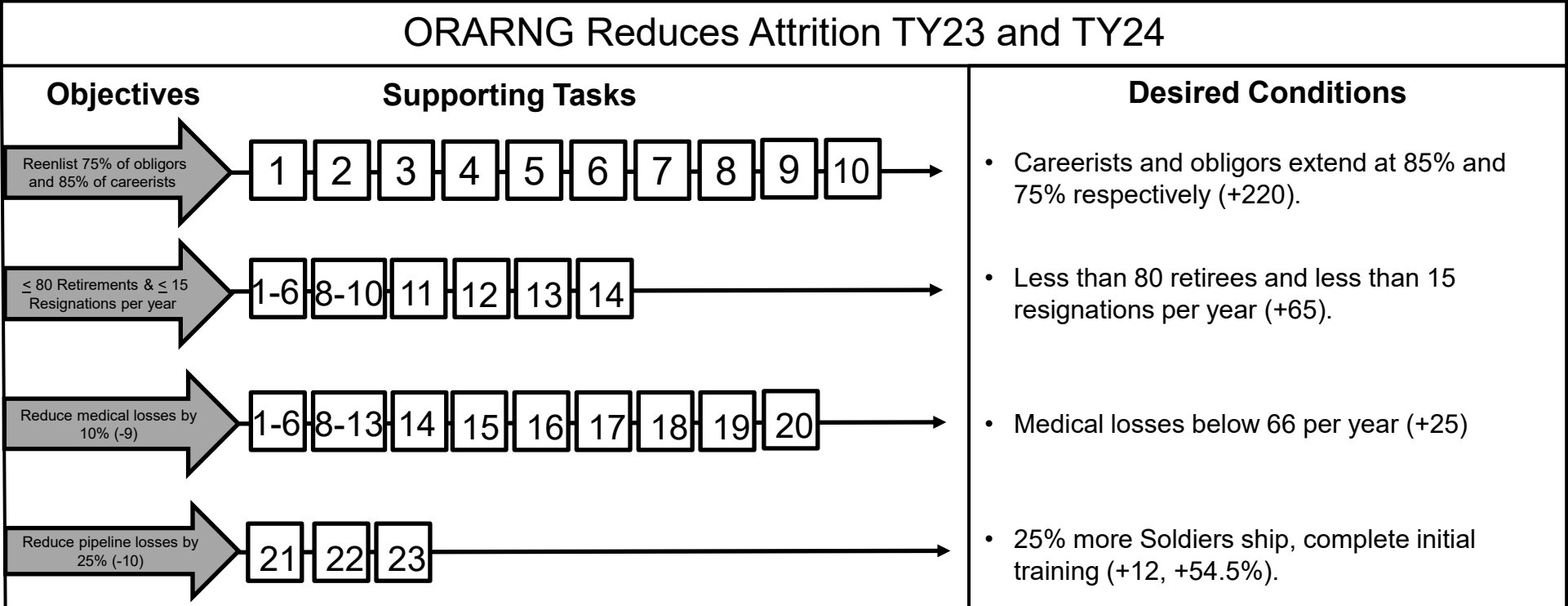
Supporting Task

1	Drill Pay for lead that meets w/ recruiter	9	ASVAB Tutors; Current Applicants
2	Recruiting Assistance Pay in Oregon	10	Fitness Coaching/Physical Training
3	Unit Recruiter Relationship	11	Promote ASVAB @ HS
4	Unit Support to Recruit Sustainment Program (RSP) Execution	12	Legislative directive for HS access without counter recruiters
5	Recruiter Training & Professionalization	13	Senior Leaders meet w/ school officials
6	Coordinated Messaging Strategy	14	Leverage Centers of Influence
7	Subject matter experts to build purchase contracts	15	Contact personnel ETS from Active Duty
8	Unit Brand Ambassadors -Influencers		

ORARNG Retention Plan



ORARNG Reduces Attrition TY23 and TY24



Supporting Task

1	Reduce Involuntary Operations Tempo	9	Combat Arms Stakes Competition	17	TriCare for All
2	Improve Family & Employer Communication	10	Allow Reclass for Reenlistment	18	Streamline LODs (Injury Claims)
3	Provide Fulfilling Training Days	11	Allow Unit / Location Transfers in Mil Occ Specialty	19	Full-time Medical Clinics
4	Retention NLT 450 days from ETS	12	Extended Service Retirement Benefits	20	VA Disability Pay Plus Drill Pay
5	Pay Resolutions Identified ≤ 5 Days	13	State Funded Bonus for Retire Eligible	21	Focused Recruit Prep Training
6	Admin Errors Will Not Delay Promotions	14	Work/Life Balance for Full-time Unit Staff	22	Active Recruit Support
7	Discharge Processed ≤ 180 Days	15	Medical Management Unit	23	Recruit Family (Parent) Engagement
8	Morale / Satisfaction Surveys	16	Oregon Health Plan for Service Members	24	



Oregon Air National Guard

Recruiting and Retention

- ORANG Commander receives monthly updates from recruiting OIC and NCOIC
- ORANG Commander identifies and directs next actions that are passed to both Recruiting and Wing leadership
- Current projection for ORANG end strength is 98% by September 2023.

ORANG Recruiting Plan



- **Actions**

- Provided fulltime Active Guard Reserve (AGR) resource to Recruiting to hire a specific Bend/Redmond area recruiter for the next three years
- Funded temp AGR recruiting assistant resource since August 2022
- Reinvigorated Wing's referral incentive program to include awarding F-15 flights
- Hosted regional high school career day, showcasing ORANG opportunities (5 schools, 125 Students)
- Targeted fly-bys at high schools – this is our number one recruitable demographic. We intend to accomplish fly-bys at two track meets this spring and look for opportunities to do the same during high school football games this fall

- **Future Actions**

- Support an ANG F-15C demo team provided by 173d FW. Beyond Oregon, the team can help solve nation-wide National Guard end strength challenges by inspiring service
- Pursue acquisition of a mobile recruiting trailer and employ a “food truck” approach, taking the recruiter to the recruit, rather than bringing the recruit to a storefront

ORANG Retention Plan



- **Actions**

- Results are already evident:
 - 142 Wing has improved from 65th to 30th out of 92 Wings in retention
 - 173 Fighter Wing has improved from 90th to 19th out of 92 Wings in retention
- All Commanders and Chiefs “Team” oriented.
 - Working TOGETHER for the common goal...”America’s Air Superiority Starts Here”!
- Clear communication of “Readiness” to include end strength, training, and Individual Medical Readiness
- Initiating Flexible Drill Schedule to facilitate Operational Tempo requirements
 - 11 drill weekends are on the calendar, but Commanders and Chiefs empowered to work with members to determine optimal individual drill schedule. (Quarterly, Bi-monthly, or Monthly)
- Improving MORALE: (Getting after job satisfaction and overall engagement)
 - Sentry Eagle exercise at 173rd Fighter Wing
 - Miramar TDY
 - F-35 TDY from Luke AFB
 - Annual Awards ceremony held in June
 - Numerous formal retreats
 - Regional Shooting Tournament
- Provide F-15 EAGLE Incentive Rides in 2023!

Information Paper

19 December 2022

SUBJECT: Oregon Army National Guard Recruiting Strategy

FY 23 ORARNG Recruiting Strategy:

1. Manpower
 - a. Utilize National Guard Bureau funding to man production recruiting force at 125% strength; maximize qualified recruiters working the mission and minimize attrition
 - b. Increase focus to recruit Soldiers with interpersonal propensity to be an outstanding recruiter
 - c. Train, mentor, and coach recruiters into professional recruiting force
 - d. Run position vacancies nationally; leverage Active-Duty for Operational Support (ADOS) funding
 - e. Diversity team - leverage Parole in Place and Naturalizations
 - f. Conduct Inter-Service Recruiter monthly visits to Reserve Component Career Counselor (RCCC) sites to recruit Soldiers coming off active duty
2. Marketing
 - a. Oregon Schools Athletic Association (OSAA) partnership to recognize Most Valuable Teammate to gain access to key demographic and school leaders/coaches
 - b. Oregon Athletic Coaches Association partnership develop relationships with centers of influence within the High Schools
 - c. Combat arms videos, social media campaign, and posters to increase accessions into combat arms units; in addition to focused bonus structure
3. Unit Integration
 - a. Engage unit members to connect recruiters to centers of influence within their community to increase access to schools and civic organizations
 - b. Utilize Soldiers that return from basic or AIT for recruiting support as part of the Hometown Recruiter program on ADOS (G3 Funded)
 - c. Assigned Recruiters attending unit drills is improving recruiter unit integration
 - d. All BN's conducting a minimum of two Guard For A Day (GFAD) events in coordination with RRC throughout the training year
4. Community Integration
 - a. Engage prior service members and veterans to assist recruiters in connecting to key community influencers
 - b. Improve access to Portland Public Schools and the 4J school district in coordination with CASA, Mr. Wilhelm
 - c. Post COVID – Reinvigorate and increase school visits, ASVAB testing, career fairs and community branding events
5. Future Initiatives under Consideration
 - a. 2023 Legislative Session
 1. Expansion of State Tuition Assistance to dependents
 2. Tax credit for employers of Guardsmen
 - b. Future Options being Explored
 1. Referral incentive, free access to State parks, free hunting and fishing licenses, tax exemptions for State Active Duty, vehicle license and registration renewal fee waivers, professional license fee waivers, State income tax exemption, State retention bonus, childcare for drill weekends

TALKING PAPER

ON

OREGON ANG FISCAL YEAR 2023 RECRUITING INITIATIVES

- Oregon Air National Guard recognizes the priority and importance of recruiting to remain viable and mission ready. The following are focus areas to support recruiting efforts:
 - Marketing
 - Partnerships: Air Force Active Duty (AD), Reserve and Guard combined Marketing & Advertising, Minor League Baseball, Ultimate Fighting Championship, Oregon State University
 - Billboards, Bus ads, and Transportation Shelter near schools, colleges, high traffic areas
 - Targeted Social Media Campaigns – Geo-fenced ads to highest producing zip codes
 - Regular AD visits, target AD recruitment for those separating from service in CA, ID, WA
 - Manpower
 - National Guard Bureau (NGB) reduced funding for 5 positions, ORANG will locally fund “out of hide” three positions, one at each wing and one at Military Entrance Processing Station...while we concurrently pursue resourcing through NGB
 - Unit/WG Involvement Strategy:
 - Referral Programs – coin, ribbon, F-15 rides for Airmen who refer enough enlistments – W.E.A.R (We Are All Recruiters) project: 110 NGB funded days per Wing for extra manpower at recruiting events
 - Utilize new recruits at community events to provide peer interactions and connect with youth
 - Increase Community Engagement:
 - School visits, Career Fairs, Events, Junior Reserve Officer Training Corps, Civil Air Patrol, community leaders, sports teams/volunteer as assistant coaches (300 events in the first quarter)
 - Seek additional partnership opportunities with ORARNG to increase joint storefront presence in communities
 - Production Projection: 240 Total Target Accessions
 - 240 Accessions will equal 2-3% increase in End-Strength for ORANG, Projected EOY23 End Strength of 94-95% after projected losses
 - 3-4 FYs to reach 100% end-strength based on current R&R Manpower
 - FY23, Q1, ORANG is #5/54 for production with 27 accessions despite one of the smallest recruiting teams!

Oregon National Guard Education Information

Federal Tuition Assistance (FTA)

\$166 quarter hour (QH)/ \$250 per semester hour (SH)

Up to 24 QH or 16 SH

State Tuitions Assistance (STA) (started in fall 2018)

Tuition:

- Public: Calculated after FTA, STA covers remaining tuition cost
- Private: \$247 per credit hour

Fees coverage for 2022-23 academic year are:

- Oregon Community Colleges: \$361 per term
- Oregon Public Universities including OHSU: \$716 per term
- Eligible Oregon Private Colleges: \$526 per semester term, \$351 per quarter term

Book Allowance:

- Up to \$1,000 (\$28 per credit or \$42 per semester)

Credits allowed:

- 90 credits Community Colleges
- 180 quarter credits at public, OHSU or private institutions

Order of Issue of funds:

FTA > STA > GI Bill – if Service Member (SM) selects or available > Grants
> Scholarships

- SM can use GI Bill with FTA & STA
- FTA is skipped only when SM is a cadet or school does not accept FTA

GI Bill Reserve (CH 1606):

- \$439 per month with a 6-year contract
- Kicker: \$250-350 extra

GI Bill Post 9/11 (CH 33):

- 100% in state at public schools
- \$26,000 for private or foreign school
- Books up to \$1,000 (41.67 credit hour)
- Monthly housing allowance (MHA): equal to Basic Allowance for Housing (BAH) rate E5 with Dependents
 - 90 days = 50%
 - 6 months = 60%
 - 18 months = 70%
 - 24 months = 80%
 - 30 months = 90%

State Tuition Assistance Statistics

- Winter 2023: **\$481,264 awarded (cost not complete due to schools still completing submission)
 - 217 Army Eligible this term
 - 163 Army Soldiers awarded (that needed STA benefit this term)

*Air data will be available at end of the term
 - Fall 2022: \$776,996 awarded
 - 636 Service Members (both Air & Army) applied for STA
 - 237 Service Members Awarded
 - Academic year 21-22: \$2,026,397 awarded
 - 632 Service Members applied for STA
 - 222 Service Members Awarded
 - *SB 101 becomes effective mid-year; SM start to receive book allowance and fee coverage.
 - Academic year 20-21: \$1,086,949 awarded
 - 724 Service Members applied for STA
 - 209 Service Members Awarded
 - Funds Awarded by Academic Year:
 - 2018-2019: \$ 309,142
 - 2019-2020: \$ 584,399
 - 2020-2021: \$1,086,949
 - 2021-2022: \$2,026,397
- *Growth rate of 300% in 4 years
- On average, Service Members coming back from Initial Training that want to use education benefits are using State tuition Assistance (STA) within a year (8-month average) upon returning home
 - How does STA impact recruiting efforts?
 - STA is the number one tool for recruiters to speak with parents and teachers of prospective recruits.
 - How will STA Transfer Education Benefit (TEB) (SB 1032) impact retention efforts if passed?
 - Impact on re-enlistment is currently unknown
 - Can benefit over 800 additional Service Members in the ORNG
 - Transfer of benefits to dependents is not available with FTA or CH 1606 GI Bill (Reserve GI Bill)
 - STA Transfer Education Benefit (TEB) can provide benefit without mobilization as is required for CH 33 (Post 9/211)
 - Do we know how many current Service Members are using STA?
 - On average, over 200+ ORNG Service Members per term.
- *Service members who apply may not be awarded STA due to not meeting eligibility requirements
- **Service members who apply and are eligible may not be awarded if they receive FTA or other education assistance that covers all costs