



OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
WASHINGTON, DC 20301

SEP 25 2019

CHAIRMAN

Dr. Joseph J. Heck
Chairman of the National Commission on Military, National, and Public Service
Care of Katie McSheffrey
2530 Crystal Dive
Suite 1000, Box #63
Arlington, VA 22202

Dear Dr. Heck,

I would like to thank you for taking time out of your very busy schedule to brief the Reserve Forces Policy Board at our annual meeting on September 10, 2019. Your brief on the Commission's charter and work on the future of the Selective Service System and a culture of service was very informative, especially in light of the return to great power competition envisioned in the National Defense Strategy. The information you shared will assist us as we examine the impacts that an Operational Reserve has on service members, their families, and their employers, and we look forward to reading your final report in March of next year.

We greatly appreciate the perspective you provided to the Board and the opportunity for our members to ask questions and engage in dialogue. The Board will continue to examine the best ways for the Reserve Components to meet future challenges and we look forward to continuing the discussion on optimizing readiness and response throughout the Total Force.

Sincerely,

Arnold L. Punaro
MajGen, USMCR (Ret)
Chairman

*wow! you all are
doing a most
important work
that is so
important to our
country's future*