



Office of the Secretary of Defense
Reserve Forces Policy Board
Quarterly Meeting Minutes



Wednesday, March 9, 2016
Location of Meeting: Pentagon Room 3E863

APR 11 2016

Members Present

1. Major General Arnold Punaro, USMCR (Ret) - Chairman
2. Lieutenant General David Barno, USA (Ret), Distinguished Practitioner in Residence, American University's School of International Service (SIS) Faculty
3. Sergeant Major Michael Biere, USAR - Enlisted Military Advisor to the RFPB (Non-voting)
4. Mr. Phillip Carter, Senior Fellow, Counsel & Director of the Military, Veterans, and Society Program
5. Vice Admiral John Cotton, USN (Ret)
6. Doctor Janine Davidson, Senior Fellow for Defense Policy at Council on Foreign Relations
7. Major General Lewis Irwin, USAR
8. Mr. Brett Lambert, Northrop Grumman Corp
9. Major General Walter Lord, ARNG - Military Executive of the Board (Non-voting)
10. Major General Timothy Orr, ARNG
11. Rear Admiral Lower Half Francis Pelkowski, USCGR
12. Major General Scott Rice, ANG
13. Lieutenant General Charles Stenner, USAFR (Ret)
14. Doctor Charlotte Warren, President, Lincoln Land Community College
15. Major General Burke Whitman, USMCR
16. Major General (Ret) Cornell Wilson, Jr, USMCR
17. Major General Sheila Zuehlke, USAFR

Invited Guests

1. Mr. Stephen Austin, Assistant Chief Army Reserve
2. Doctor Nora Bensahel, Distinguished Practitioner in Residence, American University's School of International Service (SIS) Faculty
3. Mr. Dennis Biddick, DASN M&RA/Total Force Integration
4. Mr. Matt Dubois, DASD RA/OASD M&RA
5. General Frank Grass, ARNG, Chief of the National Guard Bureau
6. Mr. John Hastings, DASD Readiness Programming & Resources/OASD M&RA
7. Lieutenant General Joe Lengyel, Vice Chief of the National Guard Bureau
8. Vice Admiral William R. Moran, Chief of Naval Personnel
9. The Honorable Patrick J. Murphy, Acting Secretary of the U.S. Army
10. Mr. Raymond Rees, Deputy Assistant Secretary of the Army, Manpower & Reserve Affairs
11. Major General Gerald W. Ketchum, Director of National Guard Joint Staff
12. Andrea M. Peterson, Legislative Affairs Manager, Army Programs, NGAUS
13. Colonel Robert Preiss, ARNG, DASA Training, Readiness, & Mobilization/Alumni
14. Colonel Richard Poston, USAFR, Office of Assistant to the CJCS for National Guard & Reserve Matters
15. Colonel Terry Thiem, USAFR, Office of Assistant to the CJCS for National Guard & Reserve Matters
16. The Honorable Robert Work, Deputy Secretary of Defense
17. Sec Brad Carson, Senior Advisor to the Under Secretary of Defense for Personnel and Readiness, Performing the Duties of the Principal Deputy Under Secretary of Defense for Personnel and Readiness

National Commission on the Future of the Army

1. Major General (Ret) Ray Carpenter, ARNG
2. The Honorable Robert Hale
3. The Honorable Thomas Lamont
4. Lieutenant General (Ret) Jack Stultz, USAR
5. Mr. Mark Pizzanto
6. Colonel Kurt Weinand

Institute of Defense Analyses (IDA)

1. Joseph Adams
2. Amy Alrich
3. Peter Picucci
4. Richard Poulin
5. Jenns Robertson
6. Brandon Sharpiro

RFPB Staff

1. Colonel Timothy Lynch, USAR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Mark Cancian, USMCR (Ret), RFPB Consultant
4. Colonel Ty Clifton, USAR
5. Captain Jay Gagne, USN
6. Lieutenant Colonel Matt Groves, ANG
7. Colonel Bill Hersh, ARNG
8. Colonel Kevin Merrill, USAFR
9. Lieutenant James McKnight, USCGR
10. Colonel Bart Pester, USMCR
11. Sergeant First Class India Boddie, ARNG
12. Ms. Cindy Tyrie, Administrative Assistant

RFPB Fellows Society/Alumni

1. Colonel Robert Feidler (Ret)
2. Major General Larry Taylor, USMC (Ret)
3. The Honorable Albert C. Zapanta, Former Chairman, RFPB

Other Guests

1. Sergeant Alicia Brand, USA, Army Photographer
2. Brigadier General Jeffery Cashman, ANG, Special Assist, ANG Total Force Continuum (HAF/A8XF)
3. Brigadier General Tom Cathcart, ARNG, National Guard Bureau Legislative Liaison
4. Lieutenant Commander Jonathan Christensen, Public Affairs Officer, Office of Chief of Naval Personnel
5. Rear Admiral Janet Donovan, USN, Chair, Navy Reserve Forces Policy Board
6. Daniel Ernst, Army Audio Visual Team
7. Colonel Thomas Hawn, USA, Executive Officer to the Acting Secretary of the U.S. Army
8. Major Martin King, USA, Office of the Acting Secretary of the U.S. Army
9. Mr. Scott Bousum, Legislative Director, EANGUS
10. Command Sergeant Major Manuel Almanza, Senior Enlisted Advisor, Army National Guard
11. Sergeant Major Gary Martz, USAR, Office of the Chief of Army Reserve,
12. Mr. Guy Sands-Pingot, Office of the Chief of Army Reserve, Director of Human Capital
13. Commander Jonathan Townsend, USN, Office of the ASN M&RA/Total Force Integration
14. Dr. Eric D. Williams, ITA International, LLC., Strategy and Policy Division (NG J52), NGB
15. Douglas Lovely, Army Audio Visual Team

**** Closed - Board Administrative Time****

The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on March 9, 2016 in Room 3E863.

0800 – Chairman Punaro administratively opened the Board to conduct required administrative business.

0805 – Military Executive provided additional administrative announcements to the Board.

0810 – Chairman Punaro administered the oath to the new Board members – Mr. Brett Lambert, Dr. Charlotte Warren, and Major General Sheila Zuehkle.

0815 – Chairman Punaro presided over an awards ceremony for departing Board member SGM Mike Biere and Staff member, COL Ty Clifton.

****Start of Closed Meeting****

****Closed Meeting due to Classified Content****

0820 – Closed Session Opening Remarks by Chairman, Reserve Forces Policy Board - MajGen (Ret) Arnold Punaro

- The Chairman announced this portion of the meeting was closed to the public from 8:20 a.m. to 1:30 p.m.
- The meeting was closed in accordance with provisions outlined by the Government in the Sunshine Act, as amended by 5 U.S.C. § 552b(c)(1) and the Federal Advisory Committee Act (FACA), as amended by 5 U.S.C. Appendix (Executive Order 13526 – Classified National Security Information).
- The Chairman called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the Designated Federal Officer was present and had pre-approved the opening of the meeting and the agenda.

0830 – Joe Adams, Institute for Defense Analyses (Part 1)

- Mr. Adams provided an update with findings to-date on a study of RC performance during Operation Iraqi Freedom.
- Chairman Punaro and Maj Gen Zuehlke recommended IDA brief both service chiefs and Reserve Component chiefs upon study completion.

0855 – Break

0900 – Sec Robert Work; the Deputy Secretary of Defense

- Sec Work stated that the Secretary of Defense came into office with a specific agenda for change while acknowledging a finite timeline.
- Sec. Work defined SECDEF's change areas with four specific goals:
 - Win the war of talent
 - Maintain U.S. technological superiority
 - Review DoD War Plans to question the assumption of priority
 - Review Better Business Practices encouraging free flow of ideas in and out of the Pentagon

0930 – Break

0940 – Joe Adams, Institute for Defense Analyses (Part 2)

- Mr. Adams continued the update on RC performance during Operation Iraqi Freedom. He reviewed personnel contributions by service; SIGACTS, Casualty data/mishap data, Mobility data, Strike data updates, mission and performance assessments, and lessons learned.
- Mr. Adams concluded with a summary of remaining tasks to further determine trends and identify areas for additional analysis.

1030 – Break

1040 – Sec Patrick Murphy, Acting Secretary of the U.S. Army

- Sec Murphy discussed the total force perspective of the Army, continuing reductions in both personnel and budget, and the conscious decision to trade modernization for readiness.
- He briefly discussed the findings of the NCFA, stating that 40 of the 63 recommendations are absolutely doable.
- He outlined three specific priorities: Soldier for Life, Public/Private partnerships, and Best/Expanded Business Practices.

1115 – Break

1200 – Mr. Brad Carson, Senior Advisor to the Under Secretary of Defense for Personnel and Readiness, Performing the Duties of the Principal Deputy Under Secretary of Defense for Personnel and Readiness

- Mr. Carson presented his views on the Force of the Future, some of the systematic issues with the Military Personnel System, the lack of performance measures for talent management, and the effort to address systemic issues with P&R working groups.
- Mr. Carson suggested many problems loom on the horizon for the all-volunteer force. Recruiting and retention will become more difficult as a smaller percentage of society meets eligibility requirements.
- He described the reserve component as operational, and identified the need to track non-military skills of reserve component members.
- He noted the intent of Force of the Future is to change the way the services think about their personnel.

1240 – Break

1250 – VADM William Moran, Chief of Naval Personnel

- VADM Moran discussed Navy recruiting and retention, fleet personnel readiness, and plans and initiatives to allow the Navy personnel system to meet future challenges.
- He noted the current DoD bureaucracy was built in the 1950s and is very resistant to change.
- He pointed out that 84% of recruits are legacy, from military families, and while they are generally high quality recruits, this trend does not help diversity.
- He concluded the Navy needs a better understanding of and management system for existing talent. He also noted the service needs flexibility and creative solutions to avoid personnel shortages when the economy improves.

1330 – 1340 Break

****Start of Open Meeting****
(Unclassified)

1340 – Opening Remarks by Chairman, Reserve Forces Policy Board – MajGen (Ret) Arnold Punaro.

- The Chairman called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the Designated Federal Officer was present and had pre-approved the opening of the meeting and the agenda.
- The Chairman announced the meeting was open to the public and noted no persons had submitted requests to appear before the Board. The Chairman asked if anyone present wished to address the Board and no one indicated a desire to do so.

1345 – The Honorable Thomas Lamont, The Honorable Robert Hale, and LTG (Retired) Jack Stultz, Commissioners, National Commission on the Future of the Army (NCFA)

- Mr. Lamont, Mr. Hale, and LTG Stultz discussed the charter, process, and recommendations of the National Commission on the Future of the Army.
- Mr. Lamont stated the establishment of the commission was driven by the Army Aviation Restructuring Initiative, but it was also asked how the Army should organize, within anticipated future resources, and at acceptable levels of risk.
- Mr. Hale focused on the Aviation Restructuring Initiative, and noted the commission objected to the Army's initial recommendation because it offered no surge capacity, and was counter to a One Army policy. He described how the commission's recommendation balanced wartime capacity, surge capacity, peacetime deployments, and cost, with an offset of a reduced Blackhawk fleet
- He discussed multi-component units and development of better relationships between the three Army components.
- LTG Stultz discussed the commission's findings on the need to operate and manage one Army; to recruit and train as one Army, with permeability across components. He noted the all-volunteer force is essential but comes at a price, and that duty status reform is needed but will require congressional action.

1425 – Break

1430 – Subcommittee Updates

1430 – Personnel Subcommittee Lt Gen Charles Stenner, USAFR (Ret), Subcommittee Chair

- Lt Gen Stenner discussed the Personnel Subcommittee tasking portion of the SECDEF tasking to provide advice on how the Reserve Components fit into the evolving Department of Defense Force of the Future Initiative.
- He reviewed Chairman Punaro's August 2015 initial input to USD P&R concerning SECDEF's request, and further discussed SECDEF's Nov 18th initial list of approved reform initiatives, primarily focused on permeability, recruitment and retention, as well as the Jan 28th QOL reforms.
- He updated the Board on the previous Board's recommendations concerning the RC Survivor Benefit Plan, RC Duty Statuses, and RC Post-9/11 GI Bill benefits.
- He stated the subcommittee met with Mr. Plummer, Senior Advisor to the USD (P&R), to discuss the Board's previous recommendations and the FOTF proposals.

- Lt Gen Stenner concluded by stating that the Personnel Subcommittee would continue to work with OSD and the Services to determine FOTF impacts on the RC and will participate with DoD working groups under formation to address all FOTF Initiatives.

1440 – Operational Reserve Subcommittee VADM John Cotton, USN (Ret), Subcommittee Chair

- VADM Cotton provided a history and update on the Operational Reserve subcommittee's actions to reach consensus on a definition of Operational Reserve and Strategic Reserve.
- Definitions discussed at the December meeting had been offered to the services' "3s" for comment.
- Based on requested changes and subsequent discussion, definitions for each term were proposed to the board for a vote, with the recommendation that the definitions be provided to the SECDEF for adoption in doctrine.
- After additional discussion and modification of the Operational Reserve definition, the Board reached agreement and voted to recommend the definition to the SECDEF.
- Based on board discussion, VADM Cotton did not submit the definition of Strategic Reserve for a Board vote.

1510 – Homeland Subcommittee MG Tim Orr, USA, Subcommittee Chair

- MG Orr briefly discussed the Council of Governors mission, stating that it was established by the FY 2008 NDAA to advise the Secretaries of Defense and Homeland Security on matters related to the National Guard and civil support missions, as well as to strengthen partnerships between the Federal and State governments to provide for greater national security against all types of threats.
- He discussed the Council of Governors February 2016 meeting where the council was briefed on the FY 2017 Defense Budget and the Strategic Trends for the FY2018 Program Build.
- He stated that the Council of Governors thoroughly discussed the NCFR Report Recommendations and provided their collective approval.
- MG Orr detailed the council's lengthy discussion with the Secretary of Homeland Security on cybersecurity. The council members were concerned with both the catastrophic effects of cyber attacks and information sharing by DHS and private corporations regarding response actions. They reviewed the Justice Department's Cybersecurity role and current coordination with states, received an update on National Guard Cyber Mission Forces resourcing, and then discussed upcoming DoD Policy Guidance (Cyber, Defense Support to Civil Authorities, and Dual-Status Command).
- MG Orr concluded with a discussion on FY16 NDAA Military Technician Conversion Provisions, which directed that 20% of the National Guard's Title 32 dual status MILTECH personnel would be converted to Title 5 Federal personnel with no state oversight. He stated the Governors were adamantly opposed to this, and had petitioned Congress to change the law or at least delay its implementation.

1540 – Chairman, Reserve Forces Policy Board – MajGen (Ret) Arnold Punaro Time

1540 – Col Bart Pester, USMCR, RFPB Staff, Proposed Content - New Administration Transition Book

- Col Pester provided a draft proposal for an RFPB Transition Book for newly appointed DoD administration and leadership.
- He stated that the proposed RFPB New Administration Transition Book would provide an overview of the RFPB and its recent advice and recommendations, provide a background on the Reserve Components and related strategic issues, and present an actionable set of recommendations based on previous and continuing RFPB work.
- He presented the draft New Transition Book's Table of Contents, to include RFPB issue papers and recent reports, as well as actionable recommendations.

- After Board discussion, the Board favorably voted to develop the New Administration Transition Book and provide to inbound DoD leadership.

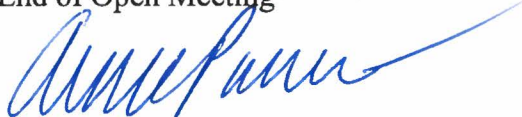
1555 – COL William Hersh, ARNG, RFPB Staff, Proposed Response - NCFA Report

- COL Hersh presented and discussed the RFPB proposed recommendations to the Secretary of Defense concerning the NCFA Report.
- He started by stating that the RFPB commended the NCFA for its hard work, and thoughtful and comprehensive analysis in carrying out its mandate from the Congress, and further commended the distinguished members and the staff of the Commission for their continued service to the Nation in support of this important effort.
- COL Hersh presented the NCFA mission statement which stated, “In light of the projected security environment, conduct a comprehensive study of the roles and structure of the Army, and policy assumptions related to the size and force mixture of the Army.”
- He noted of the 63 recommendations in the NCFA, 13 were related to the Reserve Components in the following areas: all-volunteer Force, minimum funding requirements, end strength, integration of the total force, utilization, personnel & pay integration, strategic mobility, and force structure.
- COL Hersh then facilitated a Board discussion on proposed RFPB recommendations to the Secretary of Defense regarding the 13 NCFA Reserve Component-related recommendations.
- Following Board discussion, the Board favorably voted to support the NCFA recommendations and provide additional RFPB comments.

1625 – Closing Remarks by Chairman, Reserve Forces Policy Board - MajGen (Ret) Arnold Punaro

- Chairman Punaro thanked all in attendance for their support of the RFPB and the men and women of the Reserve Components.
- The Reserve Forces Policy Board concluded business, and the meeting was adjourned.

****End of Open Meeting****



Arnold L. Punaro
Major General, USMCR (Ret)
Chairman, Reserve Forces Policy Board