



Office of the Secretary of Defense
Reserve Forces Policy Board
Quarterly Meeting Minutes
Wednesday, December 12, 2012
Pentagon, SECDEF Conference Room



Members Present

1. MajGen Arnold Punaro, USMCR, Retired - Chairman
2. MG Marcia Anderson, Deputy Chief Army Reserve (IMA), Office of the Chief, Army Reserve
3. VADM John Cotton, USNR, Retired
4. Maj Gen Michael Edwards, Air National Guard, The Adjutant General of Colorado
5. The Honorable Grier Martin, Member North Carolina House of Representatives
6. SGM Gary Martz, USAR - Enlisted Military Advisor to the Reserve Forces Policy Board (Non-voting)
7. Ms. Paulette Mason - Delaware Chair, Employer Support of the Guard and Reserve
8. MajGen Darrell Moore - Mobilization Assistant to the Commander, US PACOM
9. Dr. John Nagl, Minerva Fellow, US Naval Academy
10. Mr. Sergio Pecori - President & Chief Executive Officer of Hanson Professional Services Inc.
11. RADM Russell Penniman, USNR, Reserve Deputy Commander & Chief of Staff, U.S. Pacific Fleet
12. Maj Gen James Stewart, USAFR - Military Executive of the Board (Non-voting)
13. The Honorable Gary (Gene) Taylor - Former Congressman from Mississippi
14. MG R. Martin Umbarger, ARNG, The Adjutant General of Indiana
15. Ms. Maria Vorel, Retired FEMA Disaster Operations Coordinator
16. RADM John Welch, US Coast Guard Reserve
17. MajGen Leo Williams III, USMCR, Retired

Invited Guests

1. Mr. Paul Patrick, DASD Reserve Affairs (Readiness, Mobilization, and Training)
2. Mr. John Newman, DASA (Readiness, Training, and Mobilization)
3. CSM Michael E. Biere, CSM 7th Civil Support Command

Briefers

1. General Frank F. Grass, Chief of the National Guard Bureau
2. Ms. Christine E. Wormuth, DUSD for Strategy, Plans and Force Development
3. Admiral James A. Winnefeld, Jr., Vice Chairman of the Joint Chiefs of Staff
4. General Raymond T. Odierno, Chief of Staff of the Army
5. LTG William E. Ingram, Jr., Director of the Army National Guard
6. LtGen Steven A. Hummer, Commander of the Marine Forces Reserve
7. RADM Steven E. Day, Acting Director of Reserve & Military Personnel Policy, United States Coast Guard
8. LTG Jeff W. Talley, Chief of the Army Reserve
9. Maj Gen Richard S. Haddad, Deputy Chief of Air Force Reserve
10. Brig Gen James C. Witham, Deputy Director of the Air National Guard
11. VADM Robin R. Braun, Chief of the Navy Reserve

RFPB Staff

1. Col Michelle Obata, USAFR
2. COL Robert Preiss, ARNG
3. Col Mary Salcido, ANG
4. COL Timothy Lynch, USAR
5. Col Reidar Larsen, USMCR
6. CAPT Steve Knight, USNR (DFO)
7. Lt Col Jan Setnor, USAFR
8. SMSgt Joyce Voyles, USAFR
9. Mr. Paul Briggs, DoD Contractor
10. Maj Darryl McLean, USAFR
11. LT Alisa Harkins, USCGR

Public Observers

1. Jerome Howard
2. Maj Gen Brian Meenan, Chairman, Air Reserve Forces Policy Committee
3. Arthur Houghtby
4. Alfredo Barraza
5. Annette Hamm-Brown
6. Duke Pirak
7. Jason Yaley
8. Meritt Phillips
9. Andrew Tilghman
10. Tim Wojtecki
11. Brett French
12. CAPT Kyle Gatzmeyer
13. Thomas D. Dean
14. Kendrix Jefferson
15. CAPT Joe Murach
16. Master Chief Mark Allen
17. George Rubesha
18. Robert B. Green
19. Thomas Salmon
20. Maj Gen William Etter, Assistant to the Chairman, JCS for National Guard Matters

0800 - Chairman Punaro called the Reserve Forces Policy Board to order and provided the following Administrative Announcements to the Board:

- “As required by the Federal Advisory Committee Act (FACA), the Designated Federal Officer is present and has pre-approved the opening of this meeting and its agenda.”

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

0810 - Chairman Punaro administered the Oath of Office to VADM John Cotton (USN, Ret), Ms. Paulette Mason, Honorable Grier Martin, Mr. Sergio Pecori, Honorable Gene Taylor, Ms Maria Vorel, and MajGen Leo Williams (USMCR, Ret)

0815 - Board commenced business in Closed Session.

- Chairman Punaro directed preparation of the room for transition to the closed session.

- The Chairman announced - “As publicly announced in the Federal Register, the Reserve Forces Policy Board now moves into CLOSED SESSION. I ask that any members of the General Public now leave the room and that the Designated Federal Officer assure me that only authorized persons with appropriate security clearances are in the room. Once I have that assurance, we will proceed.”
- The DFO confirmed that only authorized persons with appropriate security clearances were in the room.

The RFPB commenced business in closed session.

- Chief of the National Guard Bureau Remarks - General Frank F. Grass

General Grass noted the need for a strong Guard and the importance of getting the budget right to ensure the Guard is ready to respond at home and abroad. He provided his thoughts on the Guard Empowerment Act that elevated the Chief NGB to the Joint Chiefs of Staff, and noted the need to address some challenges that came from that legislation.

- Deputy Under Secretary of Defense for Strategy, Plans and Force Development Remarks - Ms. Christine E. Wormuth

Ms. Wormuth reviewed key elements of the defense strategic guidance. She suggested that a certain level of additional budget cuts might require a relook at the strategy. She then made a number of observations about use of the Reserve Components and on Active/Reserve Component force-mix.

- Vice Chairman of the Joint Chiefs of Staff Remarks - Admiral James A. Winnefeld, Jr.

Admiral Winnefeld thanked the Board for its useful and important advice to the Secretary. He offered his compliments to Ms Paulette Mason for her efforts on behalf of Wounded Warriors, and noted the need to address “caregivers.” Admiral Winnefeld then provided an overview of the DoD response to Hurricane Sandy.

- Chief of Staff of the Army Remarks - General Raymond T. Odierno

General Odierno suggested that the Department of Defense and the Army will be in a period of transition for the next three to five years as it implements the new strategic guidance. He noted that the Army has been at war for over ten years and is still committed in Afghanistan. As global commitment decline, he noted the need to maintain readiness. He described the complexity of the future operating environment and the Army’s approach to those challenges.

- Reserve Component Chiefs:

The Reserve Component Chiefs provided annual updates to the Board, focusing on the issues and concerns of their respective Service Reserve Components in facing the challenges of maintaining relevance and readiness, hard earned through recent conflicts, in the face of diminishing budgets and a new strategy.

1330 - Board concluded business in Closed Session

1330 - Board commenced business in Open Session.

Chairman Punaro provided the following Administrative Announcements to the Board:

- “As required by the Federal Advisory Committee Act, this meeting is open to the public. We welcome those members of the public who have chosen to attend this part of the meeting. No interested persons have submitted requests to appear before the Board, in accordance with the published Federal Register Notice. Does anyone present wish to address the Board? If not, we will move to the Subcommittee Briefs and Final Outbrief on the Cost Methodology Project as indicated in the Federal Register.”
- Each Subcommittee will update the Board on the status of their efforts. If there are recommendations to be considered by the Board for possible delivery to the Secretary of Defense, we will deliberate on those proposed recommendations as they come up.

1335 - VADM (Ret) John Cotton, Subcommittee Chair, provided an update from the Ensuring a Ready, Capable, Available and Sustainable Operational Reserve Subcommittee.

- Operational Reserve: VADM Cotton presented his subcommittee findings on the term. He presented previously published, but not formally adopted, definitions of the term, and submitted their subcommittee’s proposed definition of “Operational Reserve”.

Proposed Definition

Operational Reserve – Routine, recurring utilization of the Reserve Components as a fully integrated part of the operational force that is planned and programmed by the Services. As such, the “Operational Reserve” is that Reserve Component structure which is made ready and available to operate across the continuum of military missions, performing strategic and operational roles, in peacetime, in wartime, and in support of civil authorities. The Services organize, man, train, equip, resource, and use their Reserve Components to support mission requirements following the same standards as their active components. Each Service’s force generation plan prepares both units and individuals to participate in missions, across the range of military operations, in a cyclical manner that provides predictability for Service Members, their Families, their Employers, and for the Services and Combatant Commands.

- VADM Cotton indicated that there was generally positive feedback from the Deputy Assistant Secretaries (Reserve Affairs) of each of the Services and the Assistant Secretary of Defense (Reserve Affairs). VADM Cotton presented the following recommendation to the Board for consideration.

Recommendation #1

The Secretary of Defense should direct the Chairman, Joint Chiefs of Staff to update Joint Publication 1-02, Department of Defense Military and Associated Terms, with a definition of “Operational Reserve” for appropriate use in strategy, policy, and doctrinal publications.

- Chairman suggested the need for the Department to define the phrase and to do so in advance of the Quadrennial Defense Review (QDR). Mr. Paul Patrick, DASD Reserve Affairs (Readiness, Mobilization, and Training), supported that approach and offered that such a definition would be useful in informing the QDR process.

- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.
- Base Realignment and Closure (BRAC): VADM Cotton presented subcommittee findings on BRAC Governance. VADM Cotton suggested that Reserve Component equities could have been better represented in BRAC 2005. The Chairman also observed that the Reserve Components were underrepresented in BRAC 2005. VADM Cotton suggested that it is important for the BRAC key governance bodies to be all inclusive. He noted the importance of having ASD (RA) and USD (P&R) involved in BRAC governance. Thus, VADM Cotton presented the following recommendations:

Recommendation #2

The Secretary of Defense direct the inclusion of the Under Secretary of Defense (Personnel & Readiness) as a member of the Department's Base Realignment and Closure (BRAC) Infrastructure Executive Council, or a similarly constituted body, during future BRAC rounds.

Recommendation #3

The Secretary of Defense direct the inclusion of the Assistant Secretary of Defense for Reserve Affairs as a member of the Department's Base Realignment and Closure (BRAC) Infrastructure Steering Group, or a similarly constituted body, during future BRAC rounds.

- A motion was made to forward the recommendations to the Secretary of Defense. The motion was seconded and approved by the Board without objection.
- QDR: VADM Cotton presented subcommittee findings on the Quadrennial Defense Review. He noted the statutory requirements that govern QDR, including the requirement to report out on the "Roles and Missions of the Reserve Components." He noted that this requirement was not satisfied in the 2010 QDR. Therefore, VADM Cotton presented the following recommendation:

Recommendation #4

The Secretary of Defense should direct the Under Secretary of Defense (Policy) to take care to ensure that the 2014 Quadrennial Defense Review complies with the requirements of Title 10, Section 118 by including in its analysis "the anticipated roles and missions of the reserve components in the national defense strategy and the strength, capabilities, and equipment necessary to assure that the reserve components can capably discharge those roles and missions."

- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.
- The Chairman observed that as the Department embarks on the important work of the QDR, BRAC, and addressing fiscal challenges, that lessons learned from the past suggest that it is important to establish the right structure and approach up front.

1350 - Ms. Paulette Mason, Subcommittee Chair, provided an update from the Supporting Service Members, Families and Employers Subcommittee.

- Ms. Mason gave a brief update and noted the transfer of the DD214 Review Project to MG Anderson and the Continuum of Service subcommittee. The subcommittee had no additional business for the Board.

1351 - MG Martin Umbarger, Subcommittee Chair, provided an update from the Enhancing DoD's Role in the Homeland Subcommittee.

- MG Umbarger updated the Board on the current status of their subcommittee SECDEF recommendations approved by the Board at the March 2012 meeting. He indicated that the Department is now in the final stages of preparing its official response to the report. He noted that both the DoD Comptroller and the Assistant Secretary of Defense for Homeland Defense had some reservations about a couple of the recommendations; however, he anticipates the Department will eventually concur or partially concur with the recommendations when the final response is officially delivered.
- MG Umbarger also updated the Board on the impact of their recommendations. He suggested that the Board can take pride in the fact that the recommendation that DoD issue interim guidance on the use of Reserve Component members in disasters was instituted. In fact, on July 20, 2012 the SECDEF signed a memo directing the Department to issue the interim guidance. That guidance proved to be extremely useful during Super Storm Sandy, showing that RFPB pressure for speedy action was both warranted and effective.
- MG Umbarger completed his remarks with a discussion of possible Homeland Subcommittee work on the issue of Reserve Component funding for support to Presidential Nominating Conventions. He offered that The Adjutant General of Florida has written a letter to the Chairman asking the RFPB to consider recommending legislation to appropriate money to the National Guard to support events like the Republican and Democratic National Conventions. The TAG of Florida indicates that funding reimbursement for Guard security and logistical support, currently appropriated to the Department of Justice, is not reaching the National Guard. In the next few months, the subcommittee will examine this issue to determine what, if any, recommendations merit Board consideration.

1400 - MG Marcia Anderson, Subcommittee Chair, provided an update from the Creating a Continuum of Service Subcommittee.

- DD214: MG Anderson noted that the DD214 is the authoritative source for confirming all service members' service record. She suggested a goal of moving toward a consistent "Summary of Service" methodology for Active and Reserve component members and change to DoD Instruction for clarity and consistency across services. She also noted the need to work with the Department of Veterans Affairs and the States to ensure acceptability of any changes made.
- Duty Status reform: MG Anderson noted that the recent QRMC report recommended reducing from the current thirty duty statuses to six. She further stated that despite

calls to reduce the number of duty statuses, the Department has recently added three more. MG Anderson's subcommittee intends to offer a more defined deliverable in March, identifying and proposing a way ahead to address barriers.

- The Chairman asked what factors are holding up the implementation of the reduction in duty statuses. MG Anderson offered that from the Army's perspective, a lack of a common pay and personnel systems is a major factor.

1405 - Maj Gen James N. Stewart presented the Cost Methodology Project Final Briefing.

- The Chairman offered opening comments on the Cost Methodology project. He pointed out that there were a number of previous updates given on this topic. He noted the charge from the Secretary of Defense regarding Reserve Component costs. He reminded the Board of the genesis of the project; repeated queries asking him why the Reserve Components were more expensive than their Active Component counterparts. He emphasized that the project was not an effort to reduce the size of the Active Component, nor an effort to undermine the All-Volunteer Force or an attempt to reduce pay and benefits. Additionally, he wanted to make sure that all Board members and guests understood that the numbers presented in the study were for illustrative purposes only; used to inform/explain policy decisions. He thanked all study participants, both inside and outside of DoD, for their assistance and support.
- Maj Gen Stewart began his presentation with an assertion that the "fully-burdened" cost trends of the All-Volunteer Force are unsustainable. He suggested that the SECDEF, senior DoD officials, and various outside think tanks all agree with this statement.
- Maj Gen Stewart pointed out the necessity of having a clear, repeatable methodology for calculating both the fully-burdened and life-cycle costs of Active and Reserve Component personnel. He pointed out that there is no existing DoD policy regarding how to calculate these costs, and as a result, major decisions are uninformed on the real costs of military manpower.
- DoD and Congress requires "all in" costing in acquisition and energy procurement decisions -- why not military personnel? DoD contractors are required to compute a "fully burdened" labor rate or WRAP rate that includes both its direct and indirect costs (wages, benefits, facilities, overhead, general and administrative costs, deferred compensation and the fee). Why doesn't DoD account for their costs in the same manner?
- Taking care of people now consumes over 50% of the total DOD budget - over \$250 Billion. Because senior DOD officials do not know or calculate the "fully burdened" or "life cycle" costs of the All-Volunteer Force, it is difficult to address mandatory personnel adjustments or determine the proper Total Force (AC, RC, Title V civilian, and contractor) mix. Out of control cost growth in the personnel and benefits area, including deferred compensation are unsustainable.
- The study group reviewed previous studies and met with Service/Reserve subject matter experts to identify, quantify and refine cost elements found in the FY 13 budget request document. The work was vetted with key decision makers and subject

matter experts inside each of the Services and within and outside of the Department of Defense (including GAO, CBO, Center for Strategic & Budgetary Assessments, and others).

- To better understand the current practice of how DoD compares the Cost of AC and RC forces, the study group had 16 meetings consisting of Cost experts from across the Department. The group compared **all** of the various cost elements and found that consistent use by the Services varied widely. Within DoD today, military personnel costing is neither complete nor consistent.
- The reason that this inconsistency in cost analysis matters is because there is a vast difference in cost between Active and Reserve Component Personnel. Maj Gen Stewart observed that if one accounts for every penny of costs inside the Department of Defense, as well as applicable federal programs outside of DoD, the Reserve Component service member costs less than 1/3 that of an active component service member. Maj Gen Stewart discussed each of the cost elements for Board awareness. He further noted that while the RC is more than 1/3 of the Total Force, it accounts for a far smaller portion of the total DoD budget.
- Dr. John Nagl noted and clarified that the study group's findings were as follows: regardless of which of the major cost factors are included or excluded in cost calculations, the ratio of the Reserve Component's cost to that of the Active Component remains at less than 1/3. Maj Gen Stewart agreed.
- Maj Gen Stewart stated that the report is consistent with SECDEF direction to provide him with advice on the Cost of a Strong Reserve Component and how to achieve savings. Additionally, he reminded the Board that when it met in June 2012, he presented two major recommendations. Today, he presents the following six recommendations to the Board:

Recommendation #1

Director of Cost Assessment Program Evaluation (CAPE) should establish permanent DoD policy for calculating the "Fully Burdened" costs for individual members of both active and reserve components.

- Maj Gen Stewart noted that recommendation #1 states that there should be a DOD Policy covering total military personnel costing, whereas today there currently is not one. This is essentially the same point made in Recommendation #1 in the Interim Report, which the Board approved in June 2012. Even DoD CAPE has agreed that there is value in establishing such a policy.
- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.

Recommendation #2

DoD Policy should require that any study conducted or contracted by the Services or other DoD component for the purpose of comparing the costs of Active and Reserve Component personnel or forces include, at a minimum, the following cost factors:

- Personnel Account Costs
 - Basic Pay
 - Retired Pay Accrual
 - Allowances, Incentives & Special Pay
 - PCS Costs
 - Medicare-Eligible Retiree Health Fund Contribution
- DoD Healthcare Costs
- DoD & Dept. Education Dependent Education Costs
- DoD & Service Family Housing Costs
- DoD Commissary Costs
- Treasury Contribution for Concurrent Receipt
- Base Operations Support Costs

- This Recommendation specifies the various cost elements that DoD should explicitly require, by policy, to be included each and every time an AC/RC costing study is performed. Maj Gen Stewart noted that the Board understands that cost should not be the sole basis for determining the Total Force mix and that there are other key and essential factors like requirements, capability, capacity, risk and expectations of future demand that need to be considered. However, the cost-estimating methodology is an objective versus subjective process and should be as complete and consistent as possible.
- There was general discussion among Board members about the applicability of this recommendation to future studies that will be accomplished in the coming months in support of the Quadrennial Defense Review. Consideration was given to modifying the language of the recommendation to state this explicitly but, at the suggestion of Dr. Nagl, the Board members generally expressed consensus that this could instead be conveyed in the transmittal letter to the SECDEF. No changes to the language of the recommendation were made.
- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.

Recommendation #3

DoD Policy should require that any study comparing the costs of Active and Reserve Component personnel or forces consider the amounts, degree and methodology for possible inclusion of all or part of the annual contributions made by the US Treasury, Veterans costs, and the non-compensation costs of the Department of Defense.

- Whereas, the previous recommendation specified cost elements that should be required, by policy, to be included in **all** cost studies, this recommendation identifies the cost elements that we recommend be required to be **considered** in cost studies. Some of these cost elements may or may not be appropriate for inclusion, depending on what is being measured or studied and what questions are being asked. Thus, we propose that the policy merely require that these cost elements be considered. In short, these elements include: treasury contributions, Veterans costs, and DoD costs for Operations and Maintenance, Procurement, Military

Construction, and Research and Development. Maj Gen Stewart asked if there were any questions or comments on this recommendation.

- Hearing none, a motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.

Recommendation #4

The Director, Cost Assessment Program Evaluation (CAPE) or the Under Secretary of Defense (Comptroller) should calculate and publish all cost elements for Total Force military personnel cost studies on an annual basis, and provide guidance on their use in an appropriate memo or report.

- Recommendation #4 simply states that once the policy is in place to identify and require the use of specified cost elements, the Director, Cost Assessment Program Evaluation (CAPE) or the Under Secretary of Defense (Comptroller) calculate and publish these cost elements for use in Total Force military personnel cost studies on an annual basis, and provide guidance on their use in an appropriate memo or report.
- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.

Recommendation #5

The Under Secretary of Defense (Comptroller) should modify the annual memo on “Military Personnel Composite Standard Pay and Reimbursement Rates” to eliminate the directive to use such rates “when determining the cost of military personnel for budget/management studies.”

- Recommendation #5 is simply a revision of our Interim Report Recommendation #2, which the Board approved at our June 2012 meeting. This recommendation fixes two currently conflicting DoD policies; one from the DoD Comptroller and one from DoD CAPE. At present, the DoD Comptroller publishes an annual memo that provides a cost figure for a full-time service member, by grade, in each service. This cost figure is called the “Composite Rate” and includes a limited number of obvious cost elements: Base pay, allowances, PCS costs, retirement accrual, and so on. The DoD Comptroller’s annual cost memo includes a line that says that these cost figures should be used “when determining the cost of military personnel for budget/management studies.” The problem is that these cost figures are not “fully burdened” costs. Additionally, there is a DOD CAPE policy that explicitly contradicts the Comptroller memo, saying not to use the Comptroller’s composite rates for studies. It says, “The DoD composite rates... do not account for the full costs of military personnel”, and for that reason, “should not be the only source of data used when answering questions about the cost of the defense workforce.” As a result, we recommend that the Comptroller modify their annual memo to eliminate the confusion. We have pre-vetted this recommendation with the Comptroller. They acknowledge the confusion and agree that their memo should be changed.

- RADM Penniman suggested some affirmative language was required to suggest, to users of the Comptroller's policy memo, where they should go for guidance to find rates for costing manpower in studies. After some discussion, the Board deciding to include appropriate language in the report that refers to Recommendations #2 and #3 as the source of guidance.
- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.

Recommendation #6

The Director, Cost Assessment Program Evaluation (CAPE) should develop a model to calculate and compare the "life cycle" costs of active and reserve component personnel.

- Recommendation #6 states that DoD should develop a model to calculate and compare the "life cycle" costs of Active and Reserve Component personnel. The report points out that the retirement and health care costs for RC forces are far lower than those for AC forces. The Board feels that the Department needs to have visibility on these costs. To help the Department get started on the process of developing a life-cycle model, Maj Gen Stewart provided two specific examples in slides 38 and 39. These examples, one provided by Ms. Jennifer Buck and the other by the Air Force Reserve Command's A9, capture and describe methods for examining and modeling "life cycle" costs.
- Ms. Vorel recommended that the slide graphic accompanying the Buck model be amended to clarify that it reflects fully-burdened and life-cycle costs to the entire Federal government and not just to DoD. The Board expressed unanimous consensus in support of such a modification of the slide.
- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.
- Dr. John Nagl addressed the Chair saying that the Board's staff should be commended for the very high quality of research and work done in producing the report and its recommendations. The Chair concurred and Board members broadly expressed agreement with this sentiment.

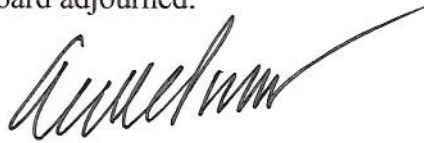
1535 - Chairman's time for Board administrative business.

- The Board considered and approved its Bylaws.
- Hon. Grier Martin presented the RFPB SECDEF Strategic Question Task Group Work Plan to the Board in accordance with the Chairman's Tasking Letter. The Hon. Grier Martin described the charter from the Chairman, the Task Group membership, and two work plans that the Task Group considered. Hon. Martin indicated that the Task Group unanimously supported Work Plan Two. The selected work plan runs over nine months; to be completed in September of 2013. The Task Group intends to present two interim reports - one in March and the other in June of 2013. A final report will be provided in September 2013. The Chairman supported the Task Group's selected work plan.

- The Board considered and the Chairman approved the reassignment of Hon. Gene Taylor from the Continuum of Service Subcommittee to the Homeland Subcommittee and the reassignment of Hon. Grier Martin from the Homeland Subcommittee to the Continuum of Service Subcommittee. No other subcommittee moves were considered.
- The Board considered and approved its FY2013-2015 calendar. The Board agreed to continue the practice of holding four quarterly meetings each year with its annual meeting in September of each year.

1600 - RFPB concluded business in "Open Session".

1600 - Meeting of the Reserve Forces Policy Board adjourned.



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