



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



Wednesday, 9 June 2015  
Location of Meeting: Pentagon Room 3E863

**Members Present**

1. Major General Arnold Punaro, USMCR (Retired) - Chairman
2. Major General Marcia Anderson, USAR
3. Lieutenant General David W. Barno, USA (Retired)
4. Sergeant Major Michael Biere, USAR (Non-voting)
5. Vice Admiral John Cotton, USN (Retired)
6. Dr. Janine Davidson
7. Ms. Dawn Halfaker, Captain, USA (Retired)
8. Rear Admiral Brian LaRoche, USN
9. Major General Walter Lord, ARNG (Non-voting)
10. Dr. John Nagl
11. Mr. Sergio Pecori
12. Lieutenant General Jimmy Sherrard, USAFR (Retired)
13. Ms. MaryAnn Tierney
14. Major General Burke Whitman, USMCR
15. Major General Cornell Wilson, I, USMCR (Retired)

**Invited Guests**

1. The Honorable Ashton Carter, Secretary of Defense
2. The Honorable Brad Carson, Acting Under Secretary of Defense for Personnel and Readiness
3. Rear Admiral Robin Braun, USN, Chief of Navy Reserve
4. Brigadier General Emery Fountain, ARNG, Special Assistant to the Director Army National Guard
5. General Frank J. Grass, ARNG, Chief, National Guard Bureau
6. Rear Admiral James M. Heinz, USCG, Director, Reserve and Military Personnel
7. Major General Sanford Holman, Special Assistant Secretary of Army Manpower & Reserve Affairs
8. Lieutenant General Timothy J. Kadavy, ARNG, Director, Army National Guard
9. Major General Maryanne Miller, USAFR, Deputy Chief, Air Force Reserve
10. Lieutenant General Richard P. Mills, USMC, Commander, Marine Forces Reserve
11. Force Command Master Chief Michael Mitchell, USN, Command Master Chief of the Navy Reserve
12. Lieutenant General Jeffrey W. Talley, USAR, Chief, Army Reserve
13. Mr. Richard Wightman, Jr., Principal Deputy Assistant Secretary of Defense Reserve Affairs
14. Major General James C. Witham, ANG, Deputy Director, Air National Guard
15. Captain Jon Kreitz, USN, Senior Military Assistant and Chief of Staff, Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs
16. Mr. Andrew Ryan, Deputy Commander, Marine Forces Reserve
17. Major Andrew Berryman, ARNG, Aide-de-Camp, Chief National Guard Bureau
18. Mr. Charles Shin, Advisor, CNGB Action Group
19. Major General Ron Lewis, USA, Military Assistant, Secretary of Defense
20. Sergeant Major Anthony Spadaro, USMCR, Sergeant Major of the Marine Forces Reserve
21. Colonel Rob Charlesworth, ARNG, Deputy to the Assistants to the CJCS for National Guard and Reserve Matters
22. Jerome Howard, Photographer

## **RFPB Staff**

1. Colonel Timothy Lynch, USAR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Tyrone Clifton, USAR
4. Colonel Jay Jensen, USAFR
5. Captain Jay Gagne, USN
6. Colonel Reidar Larsen, USMCR
7. Colonel Brad Martsching, ARNG
8. Lieutenant Colonel Troy Pou, ANG
9. Lieutenant Todd Smith, USCGR
10. Sergeant First Class India Boddie, ARNG
11. Ms. Cindy Tyrie, Administrative Assistant

0830 - Chairman Punaro administratively opened the Board to conduct required administrative business

- The Chairman welcomed RFPB members and guests to the meeting.

0832 - Military Executive provided additional administrative announcements to the Board

0834 - Chairman Punaro administered the oath to Ms. MaryAnn Tierney.

0835 - Chairman Punaro presided over the award ceremony for departing board member, MG Marcia Anderson.

0837 - Opening Remarks by Chairman, Reserve Forces Policy Board – MajGen (Ret) Arnold Punaro

- The meeting was closed to the public from 0837 to 1535.
- 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 FACA, that the Designated Federal Officer (DFO) was present and had pre-approved the opening of the meeting and the agenda.
- The Chairman summarized his intent for the meeting and insight into his preparatory session with the Secretary of Defense.

0850 - 0940 Chief, National Guard Bureau, General Frank J. Grass, USA

- GEN Grass thanked Chairman Punaro and the Board for providing him an opportunity to address the Board. He spoke of today's National Guard and highlighted that it transitioned from a strategic reserve to an operational force because resources were made available. He also provided examples demonstrating that the National Guard is accessible, capable, ready, and affordable. GEN Grass identified the current fiscal environment as one of the most significant challenges for the future of the National Guard. GEN Grass noted that we should build the future force based on our current mobilization authorities and not be artificially constrained by rotational policy goals. GEN Grass identified numerous activities that the National Guard has or is conducting in context of the warfight, the homeland, and building partnerships.

0940 - 1010 Chief, Navy Reserve, Vice Admiral Robin R. Braun, USN

- VADM Braun started by recognizing the 100th anniversary of the Navy Reserve. She highlighted changes in component endstrength, operational use and funding. She provided the Navy Reserve 2015-2025 Vision of staying integrated with the Navy, maintaining readiness, aligning civilian and military skills to the needs of the Navy, maintaining a technological edge, and developing leaders. She expressed concerns with the impact of funding reductions on the Navy Reserve.

1010 - 1040 Commander, Marine Forces Reserve, Lieutenant General Richard P. Mills, USMC

- LtGen Mills made comments on the preparation and use of Marine Reserve forces. He noted that the USMCR mirrors the active force and operates as part of an integrated force – both in operations and exercises around the world. His expressed concerns with keeping pace with force modernization.

1050 - 1100 Director, Reserve and Military Personnel, Rear Admiral James M. Heinz, USCG

- RADM Heinz presented comments on the operational use of the Coast Guard Reserve, funding and endstrength reductions, and meeting current and future challenges. He noted funding as a significant challenge. He also noted that the USCGR is small but fully integrated with the active Coast Guard – with just over 7,000 in their operational force and getting smaller. As a result, he added, the Coast Guard Reserve must be operational to generate necessary readiness to support national and international crises.

1105 - 1120 Break

1120 - 1150 Deputy Director, Air National Guard, Major General James C. Witham, ANG

- Maj Gen Witham offered thoughts on the composition, integration and use of the Air National Guard. He highlighted Active-Reserve integration and stated that the Air Force needs its Reserve Components to fulfill its warfighting requirements. He emphasized the homeland role of the Air National Guard adding that support to civil authorities is in the National Guard's DNA. He closed by providing an overview of the Director's three priorities: taking care of Airmen, maintaining a strong operational reserve, and modernizing and capitalizing on equipment/platforms.

1150 - 1220 Deputy Chief, Air Force Reserve, Major General Maryanne Miller, USAFR

- Maj Gen Miller highlighted the role of the Air Force Reserve in helping to meet Air Force requirements now and into the future. She gave examples of how the Air Force Reserve provides operational capabilities and strategic depth to the Air Force on a daily basis and helps to serve as a hedge against risk. Maj Gen Miller also highlighted Air Force Reserve integration with the Active Component through associate units - sharing operational equipment/platforms.

1220 - 1250 Director, Army National Guard, Lieutenant General Timothy J. Kadavy, ARNG

- LTG Kadavy provided thoughts on the current and future use of the Army National Guard, both at home and abroad. At 350,000 Soldiers, he observed that today's Army National Guard is the best equipped and most modern force since World War II. He discussed the value of the Army National Guard in Domestic operations. He also highlighted the State Partnership Program, implications of the continued use of mobilization to dwell ratios, and expressed concern about reductions to Fulltime Support.

1250 - 1330 Lunch and Board Preparation for Meeting with the Secretary of Defense

1330 - 1400 Secretary of Defense, The Honorable Ashton B. Carter

- Secretary Carter provided guidance to the RFPB. First, he asked the RFPB to conduct an assessment to help him understand the lessons from Iraq and Afghanistan relative to the Reserve Components. Second, he asked the RFPB to provide input to help him understand how the Reserve Components fit into the Force of the Future.

1400 - 1430 Acting Under Secretary of Defense (Personnel & Readiness), the Honorable Brad R. Carson

- The Honorable Brad Carson presented his views on the Force of the Future initiative, described systematic issues with the military personnel system, commented on the lack of performance measures for talent management, and described the ongoing effort to develop reform proposals to modernize the personnel system. Mr. Carson asked that, within the limits of the Federal Advisory Committee Act, and prior to 19 August, the RFPB provide advice regarding the integration of the Reserve Components into the Force of the Future.

1430 - 1500 Chief, Army Reserve, Lieutenant General Jeffrey W. Talley, USAR

- LTG Talley made comments on force structure, operating tempo, the Army Reserve's global footprint, and its Public-Private Partnership program. He suggested that the Army Reserve is a great business model for national defense. He recommended five ways to sustain the operational reserve: fully implement the Army's Total Force Policy; plan, program and budget to Total Force requirements; enhance Fulltime Support; apply the "plan, prepare, and provide" business model; and plan, program, and utilize 12304b for overseas operational use.

1500 - 1535 Observations on Recent Deployment to Afghanistan, Major General Burke W. Whitman, USMCR

- MajGen Whitman provided observations from his recent deployment to Kabul, Afghanistan as the US Advisor to the Afghan Ministry of Interior. He also commented on recent experiences in the Republic of Jordan during Exercise Eager Lion, a Theater Security Cooperation event.

1535 - 1545 Closed Session Closing Remarks by Chairman, Reserve Forces Policy Board - MajGen (Ret), Arnold Punaro

- The Reserve Forces Policy Board concluded business in Closed Session and the meeting was adjourned.



JUN 23 2015

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