



Office of the Secretary of Defense
Reserve Forces Policy Board
Quarterly Meeting Minutes
Thursday, 12 December, 2013



Location of Meeting: SecDef Conference Room 3E863 (Pentagon)

Members Present

1. MajGen Arnold Punaro, USMCR (Retired) - Chairman
2. MG Marcia Anderson, USAR - Deputy Chief Army Reserve (IMA)
3. SGM Michael Biere, USAR - Enlisted Military Advisor to the Reserve Forces Policy Board (Non-voting)
4. VADM John Cotton, USN (Retired)
5. Maj Gen Michael Edwards, ANG - The Adjutant General of Colorado
6. The Honorable Grier Martin, Member North Carolina House of Representatives
7. Ms. Paulette Mason – Former Delaware Chair, Employer Support of the Guard and Reserve
8. MajGen Darrell L. Moore, USMCR
9. Dr. John Nagl – Headmaster, Haverford School and Non-Resident Senior Fellow at CNAS
10. Mr. Sergio Pecori - President & Chief Executive Officer of Hanson Professional Services Inc.
11. Lt Gen James E. Sherrard III, USAFR (Retired)
12. Maj Gen James Stewart, USAFR - Military Executive of the Board (Non-voting)
13. The Honorable Gary (Gene) Taylor - Former Congressman from Mississippi
14. Ms. Maria Vorel, Retired FEMA Disaster Operations Coordinator
15. RADM John Welch, USCGR, Senior Reserve Officer, Coast Guard Atlantic Area
16. MajGen Leo Williams III, USMCR (Retired)

Invited Guests

1. Major General Kevin D. Abraham, British Army, Director General Army Reform (via VTC)
2. The Honorable Michèle Flournoy, Former Under Secretary of Defense for Policy
3. GEN Ronald Fogleman, USAF (Retired), Former Air Force Chief of Staff
4. Ms. Dawn Halfaker, USA (Retired), Nominated Board Member
5. Brig Gen James Illingworth, UK Army
6. Lt Gen Joe Lengyel, Vice Chief National Guard Bureau
7. Brig Gen Don McGregor, National Guard Bureau
8. Major General RTI Munro, British Army, Deputy Commander Land Forces (via VTC)
9. ADM Gary Roughead, USN (Retired), Former Chief of Naval Operations
10. Ms. Janet St. Laurent, Government Accountability Office
11. Mr. Richard Wightman, Jr., Acting Assistant Secretary of Defense for Reserve Affairs
12. MG William Wofford, ARNG, Nominated Board Member

RFPB Staff

1. CAPT Steven Knight, USN (DFO)
2. Col Don Bevis, ANG
3. Col Jay Jensen, USAFR
4. COL Timothy Lynch, USAR
5. COL Robert Preiss, ARNG
6. CAPT Scott Hanna, USN
7. LT Alisa Harkins, USCGR
8. SMSgt Joyce Voyles, USAFR
9. SFC Ivelisse Rivera-Moya, USAR
10. Mr. Alexander Sabol, DoD Civilian

Public Observers

1. Mr. Dwayne Baxter
2. CAPT Robert Bennett, USN
3. LTC John Paul Cook, USAR
4. Lt Gen Russell Davis (Retired)
5. CMSgt Gerry Delebreaux
6. Major Douglas Dickson, ANG
7. Mr. Bob Feidler
8. CDR Gwen Graves, USN
9. Mr. James Grover
10. Mr. John Hastings
11. Lt Col John W Heck
12. Mr. Adam Maisel
13. FORCM Clarence Mitchell, USN
14. CAPT David Opatz, USN
15. Mr. Paul Patrick
16. Mr. Andrew Ryan
17. Ms. Katherine Rodriguez
18. Lt Col Julie Small (Retired)
19. Maj Gen Greg Schumacher (Retired)
20. Lt Col Paul Smith, British Army
21. Col Silvester, USMCR
22. Mr. Bob Smiley
23. Mr. Sebastian Sprenger
24. Ms. Jenny Swigoda
25. Honorable Al Zapanta

0910 - Chairman Punaro called the Reserve Forces Policy Board to order and provided the following comments to the Board:

- The Chairman announced that, 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.
- The Chairman welcomed members and guests.
- The Chairman introduced the first guest speaker.

0915 – Former Chief of Naval Operations Remarks – ADM Gary Roughead, USN (Retired)

- ADM Roughead opened by stating that it is an important time for the Department of Defense and National Security, but noted that he did not subscribe to the hyperbole that it's the most dangerous time for our nation. He stated that it's the internal drivers that we need to get our arms around, adding that budget levels that we're seeing today are the budget levels we are going to be living with in the future. He also noted the importance of knowing where the American people stand on security, citing survey data showing that a majority believe we need to focus on the home front.
- He suggested that we are at another Gates Commission moment with respect to our all-volunteer force, in order to pull together all the ideas, initiatives, policies and ultimately the legislation that will allow us to move forward. He added that the current compensation/benefits package is unsustainable under current budget levels, if we still expect to have enough resources to provide the necessary equipment and training for the men and women we expect to go into harm's way.

- ADM Roughead stated that the force has gotten too large and that applies not just to the uniformed force, but also includes our civilian workforce. He noted that ground force numbers (when combining Active, Reserve and Guard Components) exceed a million people and added that the current number needs to be adjusted.
- He recognized our Reserve Components for their contributions during the wars in Afghanistan and Iraq and noted the value of having Reserve members flawlessly integrate into active duty organizations like Navy Headquarters. He added that in this tough budgetary period, it's time for the Guard and Reserve (noting current experience levels) to fill in to bring down costs and shape the force of the future.
- He suggested that it is time to take another look at the requirements put forward in the Goldwater-Nichols Act. He submitted that the growth in Joint Headquarters staffs is not necessarily driven by the work that needs to be done, but rather the Joint qualification requirement in Goldwater-Nichols, which leads to chasing careers instead of focusing on the mission. He suggested that there is a need to maintain the Joint Force, but emphasized taking a hard look at the handling of Joint career paths in the future.
- With regard to pay, he suggested the need for a more elegant approach to compensation by using more incentives, specialty pay and assignment pay. He added that young people are more interested today in a meritocracy system with respect to compensation.
- With regard to health care, ADM Roughead stated that reform is urgently needed and that it is unfair that a retired Admiral pays the same for healthcare as an E-7 in retirement. However, he suggested that there may be increased sensitivity to what the military is currently paying for healthcare.
- When looking at the country as a whole, he stated that civilian companies and industry have reformed, but Government has not made the necessary changes to adapt to the current environment. He added that if changes are not made, the military will have far less capability and capacity to do what is needed in the years ahead. He added that reform has to come from within the Pentagon and applauded the RFPB's efforts to get the debate started.
- The Chairman asked ADM Roughead for his thoughts on what can be done from outside DoD to get people inside DoD to make necessary changes. ADM Roughead said that with the recent budget deal and more defined spending levels, he believes that now is the time to act. He believes that Congress is starting to ask the tough questions about future DoD capabilities.
- Dr. Nagl asked ADM Roughead to expand on an earlier comment that this is not the most dangerous time we have experienced as a nation and his thoughts on the replacement for the SSBN. The admiral stated that he has recently spent a lot of time in Asia and his sense is that they are containing themselves. He added that we will be fighting extremism for a long time, but it will be manageable; violence will occur, but we don't have to consider every act of violence as an existential threat to this country. He suggested that the area that will be the most problematic is South Asia/Pakistan. He noted that the American people are not ready to send large ground forces into another country, and now is a good time to deal with these issues. Adding, that if we erode our capability and capacity, it will be one of the worst things that we can do. He believes that until nuclear forces are diminished globally, we need a deterrent and need to go forward with a replacement for SSBN.
- Maj Gen Stewart asked for Admiral Roughead's thoughts on the right mix of AC and RC forces, given recent cost comparisons. The Admiral cited work he and a colleague conducted last February which showed billions in savings through a more elegant use of AC and RC forces. He suggested that many of the missions that will benefit the country in the future need not be AC, but could be filled best by RC and Guard personnel with savings in the tens of billions of dollars. He added that we need to consider the issue in its totality - to include compensation along with force structure and to consider establishing an independent commission that provides recommendations on the appropriate roles and missions for Guard and Reserve forces to fill in the future.

- The Admiral was asked if he thought that DoD tends to overestimate the threat, and if so, why? He stated that we tend to mistake violence for a threat. We have overinflated some of the threats we face. We must take a cold, hard look at how world events affect us from a security standpoint, providing the example of over-reaction to the Chinese sailing an ancient Russian aircraft carrier with no aircraft on it. The Admiral added that a new Chinese anti-ship missile threat is manageable and that U.S. aircraft carriers remain the only sovereign airfield we can put anywhere in the world. He acknowledged that while there are still threats to the nation, we need to critically assess them without emotion.
- He also stated that current funding levels will require different training and readiness models than those currently utilized.
- He suggested that in the O&M world, equipment costs should be looked at in two different categories - cost to own and cost to operate. In addition, he believes that as DoD looks at a lean future, they consider cross budget line decisions for smarter business outcomes.
- When asked by Chairman Punaro about his thoughts on contractor costs, Admiral Roughead commented on his inability to capture contractor costs during his tenure as CNO. The Admiral believes that there needs to be a separate pay account for contractors, adding that we do not have the same covenant with contractors that we have with military and government employees.

1005 – Former Air Force Chief of Staff, General Ronald Fogleman

- Gen Fogleman opened by describing his topic as: a “missed opportunity” in terms of a 21st century total force construct. In addition, he stated that the needs of the nation fall into two categories: domestic and international. Domestically, the country needs a healthy economy, balanced budget, improved infrastructure, homeland defense, and an ability to respond to national emergencies. In the international arena, the country needs free and open access to the Global Commons (sea, space and cyber) and to protect our interests and citizens abroad. It is with these priorities in mind that we build our 21st century military.
- Next, he commented on the all-volunteer force and stated that we cannot support the force as it is currently structured. He added that post-WWII and the Cold War were aberrations in our history in terms of force structure, and stated the need to look at a reallocation of resources. He further noted that the bottom-up review in 1993 simply sliced the budget 3 ways and left us with a large standing military force that ended up as the wrong force when we were finally challenged.
- He expressed his belief that a strong Reserve Component is necessary for the new force structure.
- He stated that as the national defense strategy has shifted to “pivot” to the Asia-Pacific region, future forces will need to be structured to provide universal applicability around the world with a relatively rapid response time.
- Gen Fogleman warned against cutting forces proportionally and suggested the need to look at a large reduction in our land forces.
- He noted that we have not recapitalized or modernized our equipment, and that if we don’t change our current practices, it will erode the asymmetric advantage that we have today. He stated that the Air and Naval Forces don’t get a bye with respect to cuts. Referencing a briefing he recently attended which stated that 30% of the defense budget is being spent on stealth, General Fogleman urged DoD to take a look at how much money is spent on modernization, particularly when multiple nations have developed anti-stealth technology.
- Next, General Fogleman commented on the importance of the Board and noted that the strength of the Board is its access to the Secretary of Defense.
- He commented that DoD and the Services need a decision support tool that looks at the capacity and capability of various force structures, and added that standard costing data is needed as well.

- Expressing the need to work through policy and law that limits accessibility to the Reserve Force, Gen Fogleman stressed the importance of continued operational use of the Guard and Reserve, and the need to follow through with developing a well-crafted definition of “Operational Reserve”.
- He commented on the reasons why there has been an increase in the use of contractors over the past decade, and addressed the overall DoD manpower requirements in meeting national security strategy, which can be difficult.
- Chairman Punaro asked the General if he is comfortable with the idea of the Army Guard and Reserve providing an operational buffer if the Active Component Army draws down. Gen Fogleman responded that the idea had merit, but would only succeed if the Active Army supported it. He used an historical reference to General Pershing and the fact that he, at the end of WWI, was assigned duty training the Guard and Reserve. He added that we can build a soldier or marine a lot quicker than an aircraft carrier, submarine or airplane (our asymmetrical advantage), and commented that having good NCO’s and junior officers to train the Guard and Reserve is not new, it’s just been a while since we’ve done it. He suggested that if we remove the assumption of needing to move between major contingencies in 30 days, it changes the manpower and resource requirements significantly, adding that with the financial situation we’re in, we need to come up with the right mix of reserve and active forces and have the will to implement needed change.
- ADM Cotton asked about the role that Service Chiefs have in facilitating change, noting that the Air Force has had significant success in Total Force employment. GEN Fogleman stated that one needs to personally understand what it takes to be a Guardsman and Reservist, and that Service Chiefs need to believe in the necessary changes, know the facts about accessibility of the Guard and Reserve, and be prepared to stand up to commanders in the Active Component.

1045 – Former Under Secretary of Defense for Policy – The Honorable Michéle Flournoy

- Ms. Flournoy opened with a discussion of the current strategic environment, noting fundamental shifts in the balance of power in international security dynamics in Asia; a diminished threat in Al Qaeda, but a morphing of that organization where it is now taking root in a number of countries from Yemen, Mali and Syria; and the continued pursuit of nuclear weapons by many terrorist organizations and countries, including Iran. She also discussed the increasingly congested and contested Global Commons. She suggested that while we are in a period of relative calm, we need to avoid becoming isolationist, and while she understands the war-weariness of the country and desire to focus on internal issues exclusively, there will be things that threaten our interests and require our attention internationally. She noted that the recent political stalemate has raised questions abroad about the U.S.’s staying power; ability to follow through on our commitment to allies; and ability to follow through on deterrence. She added that we have to remake the case to the American people that we cannot lose our international posture; need to maintain the leadership role we play; and end the political stalemate that has crippled us as a nation.
- Noting the downward pressures on defense spending, she posed the following question: How do we maintain the best military in the world (ready and equipped for the future) and keep faith with the all-volunteer force?
- She noted the historical tendencies during drawdowns to gut readiness and modernization as opposed to rethinking our operating model. She advised against repeating those mistakes again, and urged leadership to maintain a force that is truly agile and ready; maintain the ability to respond to a broad range of contingencies; and reassure our friends and allies that we will be there for them.
- With respect to what this means for the Guard and Reserve, Ms. Flournoy posed 3 questions: (1) What are the roles and missions we need the Guard and Reserve to perform, and what are the areas of comparative advantage? (2) What should be the operating model for the Guard and

Reserve (noting that while the Operational Reserve has been successful, it is the more expensive model)? (3) How much should the Guard and Reserve be asked to contribute to the defense reform agenda and how do we manage the politics?

- Next, Ms. Flournoy discussed her ideas on the roles and missions where the Guard and Reserve have a comparative advantage: (1) Recognize the role played by the Guard and Reserve in keeping the military connected with the local community versus the Active Component; (2) Provide a strategic reserve of manpower and capability; (3) Provide support to domestic authorities, ranging from homeland defense scenarios, natural disasters, and other emergencies; and (4) Use the Guard Partnership program and the comparative advantage that Guard and Reserve members have in other areas by drawing on their civilian skills, as well as their military skills, in the shaping and engagement piece of foreign policy.
- She further suggested some other areas where the Guard and Reserve can contribute disproportionately either due to their civilian skill sets or geographic distribution: (1) Cyber Security - Noting that we are never going to recruit enough IT talent into the active component, Ms. Flournoy suggested creative ways to leverage the IT community for public service, including units designed to recruit from Silicon valley; (2) Counter CBRN – This mission is already covered and is a priority for many Reserve Component units that leverage first responder skills and the tight connection to state and local communities; and (3) Expanding investment in true experimentation, innovation and concept development, as well as looking at changes in staffing and structure to create meaningful and rewarding positions for those experienced members coming out of the active force over the next several years.
- Ms. Flournoy then asked if we should keep the Operational Reserve model that we've inherited from the last decade and noted the historical aberration of fighting two ground wars simultaneously. She offered alternatives to consider; expressed disappointment that QDR has not addressed this question; and noted that the Board is uniquely positioned to drive the discussion on this topic.
- The first suggestion she offered was a mixed model with some forces that are critical to enabling active forces and other forces that are more strategic (example given was keeping a significant portion of the heavy ground forces in the Guard), noting that the model would be based on COCOM Ops plans; partnering needs of the Active Component; and mission needs with longer lead time.
- Recommending against the old tiered readiness model, she suggested that the Board look at the Continuum of Service model in more detail, to include developing a suite of variable service contracts and models.
- Finally, she addressed the question of how much should the Guard and Reserve be asked to contribute to the defense reform agenda. Stating that we are at a point where our personnel costs are unsustainable, she noted that there are some who would try to exempt the Guard and Reserve from efforts to squeeze more money out of Defense. She feels that such an approach is incorrect and not politically viable.
- She added that we must find the right balance on compensation, benefits, readiness and modernization to keep faith with those that have served and those who are serving or will serve, and that no part of the Department should get a pass when looking at cost savings.
- She commented that overhead reductions should begin with the civilian force, noting that the force has grown by 15% over the past decade.
- Ms. Flournoy felt that DoD needs to look at headquarters and infrastructure that is no longer mission related or central to our strategy. In addition, compensation and benefits must be examined.
- She acknowledged that there are very challenging analytic tasks required to understand what the ideal model needs to look like in the future; what is truly cost effective and what is going to put us in good standing to maintain the best military in the world.

- Ms. Flournoy closed by emphasizing the need to manage the politics of defense funding reductions. She stressed that the role of the Service Chiefs is key, but that leadership has to come from the Secretary of Defense and even the President by engaging key congressional leaders, governors, adjutant generals, and others as partners and stakeholders for the health and security of our nation. She stressed the need for cooperation and mutual trust in order to develop the best strategy and approach to obtain an affordable and viable force for the future.
- Chairman Punaro thanked Ms. Flournoy for her comments; noted the work being done by the RFPB's Cyber Policy Task Group; and promised that he would provide her with the Board's SECDEF Strategic Questions Task Group's findings on Reserve Component efficiencies once the report to the Secretary was completed.
- The Honorable Gene Taylor asked about her comments on "keeping faith" with the troops and the implications of cheating military retirees out of their healthcare benefits. In response, Ms. Flournoy pointed out several inefficiencies in the health care system and suggested greater means testing and rank differentiation in terms of co-pays as areas of concern. Noting the \$6-7 billion annually going into military healthcare instead of modernization and readiness, she promoted the idea of re-examining all trade-offs to get to what is fair.
- When it was suggested by one Board member that squeezing overhead and other inefficiencies should come first, Ms. Flournoy ceded that the first place to start with healthcare reform is with delivery of service and better outcomes at lower costs versus cutting benefits.

1145 – Director General, UK Army Reform, Major General Kevin Abraham and Deputy Commander, Land Forces, Major General RTI Munro - Remarks by VTC in Room 3D1063

- Major General KD Abraham, Director General, Army Reform and Major General RTI Munro, Deputy Commander, UK Land Forces briefed several slides on the UK Army's "Army 2020" plan, and provided insight on the history and specific details of why and how the British Army is dramatically increasing the size of its Reserve force to counter-balance budget driven reductions in its full-time Regular force.
- The stated goal of Britain's "Army 2020" initiative is to provide a force capable in three major spheres: contingent capability for defense and deterrence; overseas engagement and capacity building as a means of conflict prevention; and both homeland resilience and engagement with British civilian society at large. In essence, the Reserves are being transitioned from a strategic supplement and source of individual replacements to an operational force.
- Going forward, the Army Reserve will make a collective contribution; provide structural resilience to the UK military via a regime of graduated readiness; and serve as a pool of specialists and experts in fields like cybersecurity.
- The expectation is that the Reserve forces will provide a portion of the total force at every stage of overseas deployments from start to finish. The early stages will see more individual Reservists deployed and the latter stages will see more Reserve units deployed.
- In the near term, the UK will grow its Reserve from 20,000 to 30,000 soldiers with emphasis placed on recruiting and engagement with employers. The Deputy Chief of Land Forces for the British Army, Major General Munro, is a senior Reserve officer in the Army. He sees additional recruitment and investment in Reserve capability and availability on the horizon.
- Major General Munro stated, "No one can afford to have a Reserve force used only in extremis." Thus, that is why the British Army has set a goal of having 10% of all future Army deployments staffed by Reserve forces. The Active and Reserve Component leaders are all espousing a "share the load" mentality with regard to AC/RC integration.
- There was brief discussion of the prospect of Major General Munro coming to the US for a future RFPB meeting, schedule permitting.

1240 – The Honorable Grier Martin, SECDEF Strategic Questions Task Group Leader, provided an update and proposed several recommendations to the Board.

- The Honorable Martin reminded Board members of the four questions that Secretary Panetta had asked the RFPB to address during his meeting with the Board in September 2012, and provided a summary of previous Board approved recommendations on RC Use and Force Mix.
- He then reported on the additional work that the Board had directed his subcommittee to undertake on two of the four questions asked by Secretary Panetta – Cost of a Strong Reserve and Potential Cost Savings.
- The Honorable Martin noted that the Reserve Components are a proven, responsive, cost-effective investment in experienced defense capability with the added benefit of unique civilian skills. He suggested that while already lean and operationally efficient, there are opportunities for additional savings within Reserve organizations.
- He described areas where savings might be achieved like Reserve Component headquarters structure, noting that there are 85 non-deployable headquarters between all service components of the Guard and Reserve, which equates to approximately 36,000 billets and 335 flag officers in these “administrative” headquarters. The Chairman asked for clarification of the term “administrative” headquarters, asking if this term could also include “operational” headquarters. The Board staff clarified that the term “administrative” comes from GAO language, and that the term could include non-deployable headquarters that do other things. For instance, in the case of Guard State headquarters, they can be used for potential homeland defense and support of civil authorities as a codified Joint activity within a state.
- The Honorable Martin then covered Reserve Component overhead costs, pointing out that the Operations and Maintenance overhead is already lean at about 4% of their total budget. He also pointed out that recruiting and advertising constitutes more than 50% of the FY14 Budget Activity 4 funding request, with the Army Guard spending significantly more on Recruiting and Advertising than the other Reserve Components.
- In addition, the Honorable Martin talked about Reserve Component General (GO) and Flag Officer (FO) positions, noting that the services are authorized 422 Reserve Component GO/FO’s under Title 10. However, as of Oct 1, 2013, there were over 650 Reserve Component GO/FO’s, including those serving in joint billets, an Adjutant or Assistant Adjutant General position, or at the National Guard Bureau. He highlighted the fact that recent DoD efforts to reduce the overall number of GO/FO’s did not specifically mention or examine the Reserve Components.
- Next, the topic of Reserve Component infrastructure was discussed. Currently, there are 3,255 Reserve Component centers and armories located in/near 2,731 U.S. communities. While the 2005 BRAC provided some consolidation of Reserve Component centers and armories into Armed Forces Reserve Centers, there are additional opportunities for consolidation. ADM Cotton offered that there are also opportunities for consolidation of centers and armories onto Active Component bases; however, there is currently no BRAC authorization in the 2014 NDAA.
- The Honorable Martin briefed the Board on equipment and funding shortfalls. He described the RC force as well equipped, but facing challenges to ensure that the force is fully modernized (the RC force is approximately \$51 billion short in required equipment, not including authorized substitutions). He recommended that DoD explore opportunities to collocate and share AC and RC equipment for training and operational use.
- Finally, Reserve Component Full-Time Support (FTS) was discussed, which showed overall growth in the RC by over 24,000 authorized personnel since 2001. The Army grew by 22,000 soldiers; Air Force grew by 6,000 airmen; Navy lost 4,500 sailors; and the Marines remained the same. The Honorable Martin pointed out that the Marine FTS construct relies heavily on Active Component personnel, while the Air National Guard and Air Force Reserve routinely conduct operational missions, which requires more full-time technician manpower.

- The Honorable Martin proposed the following recommendations for Board approval:

Recommendation #1: Reserve Component Programmatic Review

The Secretary of Defense should direct the Director, CAPE, in conjunction with the Under Secretary (Personnel and Readiness), the Under Secretary (Comptroller), and the Services to conduct a thorough review of Reserve Component programs to identify potential efficiencies. That review should include a detailed examination of:

1. Reserve Component headquarters management structure to streamline management layers and eliminate unnecessary headquarters
2. Reserve Component Overhead Costs to ensure efficient performance of assigned functions.
3. Reserve Component Full-time Support requirements, authorizations, and distributions to ensure these programs are manned to efficiently meet critical unit administrative, operational, and combat readiness requirements

In the case of the Army and Air National Guard, these reviews should be conducted in conjunction with the Chief of the National Guard Bureau.

Recommendation #2: Reserve Component General and Flag Officer Usage

The Secretary (Personnel and Readiness), in conjunction with the Chairman of the JCS and the Services, should conduct a thorough review of the number and use of Reserve Component General and Flag officers to ensure efficient use in administering the Reserve Components, supporting each respective parent Service, and meeting Joint General and Flag Officer requirements. In the case of the Army and Air National Guard, these reviews should be conducted in conjunction with the Chief of the National Guard Bureau.

Recommendation #3: Cross-Component Equipment Sharing

The Secretary of Defense should direct the Secretaries of the Military Departments to review options and explore creative opportunities to co-locate and share Active Component and Reserve Component equipment for training and operational use with a view toward improving Active Component and Reserve Component integration and reducing overall equipment procurement requirements. In the case of the Army and Air National Guard, these reviews should be conducted in conjunction with the Chief of the National Guard Bureau and the Secretary of Homeland Security.

Recommendation #4: Infrastructure Recommendations

The Secretary of Defense should direct the Under Secretary (Acquisition, Logistics, and Technology), in conjunction with the Under Secretary (Personnel and Readiness) and the Services, to conduct a thorough review of Reserve Component infrastructure and to aggressively seek opportunities to consolidate Reserve Component centers, armories, bases, training areas, and other administrative facilities. In the case of the Army and Air National Guard, these reviews should be conducted in conjunction with the Chief of the National Guard Bureau.

- The Board decided to include all SECDEF Strategic Questions Task Group recommendations (including those that were previously briefed, discussed and approved by the Board at the September 5, 2013 meeting) for submission.
- A motion was made and seconded to vote on all recommendations as presented, and the Board voted unanimously to put forward the recommendations to the Secretary of Defense.

- The Chairman applauded the vote and stated that the report will be very timely, since budget discussions will be taking place shortly after the release of the report.

1405 – VADM (Retired) Cotton, Subcommittee Chair, provided an update from the Subcommittee on Operational Reserve.

- VADM Cotton informed the Board that a 120-day “off-ramping” notification requirement was included by Congress in the recent NDAA legislation, despite the Board’s recommendation that DoD oppose the language due to its potential hindrance of future access to the Reserve Components.
- In addition, VADM Cotton briefed medical readiness improvement across the Reserve Components, particularly the improvement in Army Reserve, and noted that medical equipment (e.g. optical inserts for gas masks) was the greatest drag on ground component medical readiness improvement.

1410 – Maj Gen Michael Edwards, Subcommittee Chair, provided an update from the Subcommittee on Enhancing DoD’s Role in the Homeland.

- Maj Gen Edwards updated the Board on its open matter under review - funding for Presidential Nominating Conventions and other National Security Special Events.
- He stated that the Subcommittee may further examine: (1) streamlining the 502(f) process (for use of the Guard in response to homeland emergencies) to help expedite response time, and (2) review the recently updated DoD Instruction 3025.22 exam to ensure no new Title 32 funding and state-to-state assistance limitations were created in the updated instruction. He added that the Council of Governors had expressed some concern about the federal government attempting to take more control and authority away from the governor’s ability to use the Guard.
- Chairman Punaro noted the pending confirmation of Jeh Johnson as Secretary of the Department of Homeland Security (DHS) and the possibility of meeting with him after confirmation. He expressed concerns that DHS does not have clearly defined homeland requirements. In turn, the lack of defined requirements limits the ability for the DoD to plan or fund for Defense Support of Civil Authorities (DSCA) when called upon. He added that whatever requirement the states come up with regarding DSCA, the requirements still have to go through DHS before it goes to DoD. The point made was DHS defining homeland requirements would better assist the federal response process.

1425 - MG Marcia Anderson, Subcommittee Chair, provided an update from the Subcommittee on Supporting and Sustaining Reserve Component Personnel.

- MG Anderson provided members an update on subcommittee recommendations associated with Duty Status Reform. She reminded the Chairman that he had drafted a letter to SECDEF and that the Under Secretary for Personnel and Readiness responded that they would review the duty status issue.
- She mentioned that without reform, new Pay and Personnel systems being developed would incorporate all existing 30+ duty statuses; thus, causing unnecessary work.
- Next, MG Anderson briefed the Board on ODASD (MPP’s) decision not to change the policies and procedure, and thus, maintain the exclusion for DoD to require a DD Form 214 for all periods of active duty.
- MajGen Stewart noted that the Duty Status reform issue was linked to the DD 214 issue and the pay and personnel systems.

- Finally, MG Anderson advised that the Personnel subcommittee would meet with Ms. Elizabeth Wilson, Acting Director, Department of Defense/Veterans Affairs Collaboration Office to discuss the DD 214 issue.

1430 - RFPB concluded business in Open Session.

1437 - RFPB moved into CLOSED SESSION as publicly announced in the Federal Register.

- Mr. Sergio Pecori, the subcommittee chairman, briefed the RFPB on USCYBERCOM's Cyber mission force construct, along with Air Force, Navy, Army Reserve and National Guard Cyber programs. A summary of Findings and Observations from the Cyber Policy Task Group's efforts was presented along with a discussion on the relevance of Cyber Guard 13 participants and exercise results.

1525 - Meeting of the Reserve Forces Policy Board adjourned.



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