



JAN 31 2019

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

Wednesday, December 12, 2018

Location of Meeting: Pentagon Room 3E863



**Members Present**

1. Major General Arnold Punaro, USMCR (Ret) – Chairman, Reserve Forces Policy Board
2. Sergeant Major Michael Lewis, ARNG – Senior Enlisted Military Advisor to the RFPB (Non-voting)
3. Lieutenant General David Barno, USA (Ret), Visiting Professor Johns Hopkins School of International Studies
4. Dr. Nora Bensahel, Visiting Professor Johns Hopkins School of International Studies
5. Major General Daryl Bohac, ANG, Adjutant General, Nebraska National Guard
6. Major General Jody Daniels, Assistant Deputy Chief of Staff G-2, USAR Nominated
7. Mr. Brett Lambert, Vice President for Corporate Strategy, Northrop Grumman Corporation
8. Rear Admiral Andrew McKinley, Deputy Commandant for Operations, USCGR
9. Major General Blake Ortner, ARNG, RFPB Military Executive (Non-voting)
10. Major General Timothy Orr, ARNG, Adjutant General, Iowa National Guard
11. Major General Linda Singh, ARNG, Adjutant General, Maryland National Guard
12. Lieutenant General Charles Stenner, USAFR (Ret)
13. Rear Admiral Linda Wackerman, USN (Ret)
14. Dr. Charlotte Warren, President, Lincoln Land Community College
15. Major General Burke Whitman, USMCR
16. Major General Cornell Wilson, Jr, USMCR (Ret)
17. Major General Sheila Zuehlke, USAFR (Ret)

**Invited Guests**

1. Dr. Russell Beland, DASN M&RA (Military Personnel Policy)
2. Colonel Chad Bridges, ARNG, ASA Manpower & Reserve Affairs
3. Mr. Ralph Cacci, Office of the Deputy Secretary of Defense
4. Colonel Samuel R. Cook, USA, Deputy Director, Materiel (Resource Evaluation)
5. Honorable William Chatfield, Special Assistant OASD P&R
6. Lieutenant General Dan Hokanson, ARNG, Vice Chief, National Guard Bureau
7. Brigadier General Dana Hessheimer, Director, Joint Staff, California Military Department
8. Brigadier General Bradley James, Acting Commander, Marine Forces Reserve
9. Mr. Judd Lyons, Acting DASD (Reserve Integration)
10. The Honorable James Mattis, Secretary of Defense
11. Lieutenant General Charles Luckey, USAR, Chief, Army Reserve
12. Colonel Forrest Marion, USAFR (Ret), Author, *Forging a Total Force - Evolution of the Guard and Reserve*
13. Vice Admiral Luke McCollum, USN, Chief, Navy Reserve
14. General Craig McKinley, ANG (Ret), National Chairman, Employer Support of the Guard & Reserve
15. General Paul M. Nakasone, USA, Commander, U.S. Cyber Command and Director, National Security Agency/Chief, Central Security Service

16. Lieutenant Colonel James Peterson, USAF, Deputy Director for Global Integration and Current Operations, Integrated Operations Division, Joint Staff (JS 35)
17. Ms. Virginia Penrod, Acting Assistant Secretary of Defense Manpower & Reserve Affairs
18. Major General Raymond Rees, ARNG (Ret), ASA M&RA
19. Rear Admiral Lower Half Matthew Sibley, USCGR, Director, Reserve and Military Personnel
20. The Honorable James N. Stewart, Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Under Secretary of Defense for Personnel and Readiness
21. Mr. Scott Thompson, Acting Director, Standards of Conduct Office, Office of General Council

#### **RFPB Staff**

1. Colonel Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Captain Matt Berta, USN
4. Colonel Kevin Boates, ARNG
5. Colonel Robert D'Alto, ANG
6. Colonel Eric Folkestad, USAR
7. Colonel Bill Hersh, ARNG
8. Colonel Darren Paladino, USAFR
9. Lieutenant Raquel Brown, USCGR
10. Colonel Christopher Warner, USAR
11. Ms. Sonya Strader-Cherry, DoD Civilian Administrative Assistant
12. Sergeant First Class Quinton Duncan, USAR
13. Sergeant First Class Yolanda Gomez, USAR

#### **RFPB Consultants**

1. Major Jason Kim, USAR
2. Lieutenant Commander Lena Moore, USN
3. Major Tim Newkirk, USMCR

#### **The RFPB Fellows Society/Alumni**

1. Mr. Al Zapanta, former Chairman, RFPB
2. Major General Larry Taylor, USMCR (Ret)
3. Captain Tom L. Jones, USN (Ret)

#### **Other Guests**

1. Scott Bousum, Legislative Dir, EANGUS
2. Major John Hey, USMCR, Office of the Marine Forces Reserve
3. Captain Eric Johnson, USN, Reserve Integration/OASD/M&RA
4. Ms. Susan Lucas, Director Legislation & Military Policy, Reserve Officers Association
5. Lieutenant Colonel Jabari Miller, USA, Military Assistant, Headquarters of the Secretary of the Army
6. Colonel John Moreth, USAR, Chief of Staff, Reserve Integration/OASD/M&RA
7. Colonel Tracy Smith, ANG, Reserve Integration/OASD/M&RA
8. Colonel Chris Thompson, USMCR, Reserve Integration/OASD/M&RA
9. Colonel Sean Maita, USMCR, Office of Marine Forces Reserve
10. Lieutenant Colonel Craig Tibado, Office of Marine Forces Reserve
11. Mr. Kurt Meppen, NGB-J52

12. Captain Juliet Perkins, USN, Executive Director, Employer Support of the Guard and Reserve
13. Captain Branden Quintana, USA, Office of the Global Integration and Current Operations, Integrated Operations Division, Joint Staff (JS 33)
14. Mr. John Rothrock, Reserve Officer Association
15. Mr. Todd South, Ground Combat Reporter for Military Times
16. Colonel Daniel Mouton, USA, Director, Secretary of Defense Action Group
17. Colonel Vincent Torza, USA, Senior Military Assistant, Secretary of Defense Action Group
18. Dr. Rachael Vohrer, OASD Readiness
19. Lieutenant Colonel Julie Small, USAF (Ret), National Guard & Reserve Matters VA Benefits

#### **Army Audio Visual Team & Photographer**

1. Mr. Leroy Council, Army Audio Visual Team Photographer
2. Specialist James Harvey, USA, Army Audio Visual Team Photographer
3. Mr. Brian Neube, Army Audio Visual Team Photographer
4. Specialist Patrick Grieco, Mass Communication Specialist 1st Class, USN, DISA JCCS
5. Mr. Cameron Gilbert, DISA JCCS

**The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on December 12, 2018 in room 3E863.**

#### **\*\*Board Administrative Time\*\***

##### **0745 – Chairman Administrative Opening**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*
- Chairman Punaro opened the Board to conduct required administrative business. He welcomed members, nominated members, staff, and invited guests.

##### **0750 – Reserve Forces Policy Board Military Executive Updates**

- Major General Blake Ortner, ARNG, *RFPB Military Executive*
- Major General Ortner provided additional administrative announcements to the Board and noted the afternoon open session portion of the meeting was going to be recorded.

##### **0755 - Awards for Chairman Zapanta, Colonel (P) Folkestad, Sergeant First Class Gomez and the swearing-in of Rear Admiral McKinley**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*
- Chairman Punaro presided over an awards ceremony for former Chairman Zapanta, departing Staff members Colonel (P) Folkestad and Sergeant First Class Gomez, and conducted the swearing-in of Rear Admiral McKinley.

##### **0805 - Introduction of the Honorable Secretary James N. Stewart, Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Under Secretary of Defense, Personnel and Readiness.**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*

##### **0815 – Annual Ethics Training**

- Mr. Scott Thompson, Standards of Conduct Office, DoD Office of General Counsel
- Mr. Thompson presented the Ethics for Federal Advisory Committee Members brief, which is an annual requirement.



**\*\*Start of Closed Meeting\*\***  
**\*\*Closed Meeting due to Classified Content\*\***

**0840 – Chairman’s Welcome and Opening Remarks for the Closed Session**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*
- Mr. Alex Sabol, Designated Federal Officer
- 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 this portion of the meeting was closed to the public.

**0900 – US Cyber Command Update**

- General Paul M. Nakasone, USA, Commander, US Cyber Command
- General Nakasone thanked the Board for their service and the opportunity to address the topic of Reserve Component (RC) integration into the Cyber Mission Force.
- He discussed how Cyber Command’s Cyber Strategy implements National Defense Strategy priorities in and through cyberspace. He spoke of Cyber Command’s goals of protecting the Nation’s critical infrastructure and defending the Department of Defense network infrastructure while integrating the Reserve Component as a Total Force.
- General Nakasone discussed the nature of cyberspace. He elaborated by addressing the adversary’s risk model in which our adversaries make a much larger risk calculation. He expounded stating there is no “operational pause” in cyberspace as in other battle domains such as land; in cyber, the barriers of entry are low, and cyber security is about cumulative action.
- He stated Cyber Command’s mission goal is to ensure the legal framework, policies and guidance are in alignment to enable cyber dominance.
- He discussed the successful collaboration of the Reserve Component and specifically highlighted the National Guard in their 2018 mid-term elections efforts and successes.
- At the center of Cyber Command’s approach are the concepts of persistent engagement, persistent presence, and persistent innovation.
- Persistent engagement is a continuous action to enable partners to act against threats. Enabling partners increases the costs and reduces the return of adversary cyber operations, improves indications and warnings to close vulnerabilities, and is certainly more effective in defense. Persistent engagement recognizes that we must act against threats as they emerge, and not solely respond after the fact.
- He also described the concept of persistent presence by the intelligence community to stay on top of information about threats, both at home and abroad.
- He suggested the Reserves can assist CYBERCOM by developing an effective database to trace skills & abilities of willing individuals regardless of military affiliation...a civilian skills database with enough detail to cherry-pick desired skills. The General also asked for support in FYDP advocacy in addition to ideas from the group regarding how to spot technology and talent.
- He also stated he is an advocate in building out forces in the Guard and Reserve and that he is open to ideas for Reserve Component structure and employment.

- General Nakasone concluded by stating the philosophy that we want to have forces to enable our defensive capabilities and to act forward and act outside of the boundaries of the United States to understand what our adversaries are doing and be able to engage those adversaries and obviously able to protect our networks, our data and our weapon systems. Data is the Holy Grail and it must be protected.

## **0950 – Break**

### **1000 – The Secretary of Defense’s views on the Reserve Component**

- The Honorable James Mattis, Secretary of Defense
- Secretary Mattis began his discussion by declaring that the National Guard and Reserve Component is not something he has to “defend” when visiting Capitol Hill.
- He stated he is concerned as three of the Reserve Components were unable to meet recruiting goals last year. He acknowledged there’s no easy algebraic equation to corroborate whether dwell/deployment ratios or low civilian unemployment are to blame for recruiting challenges.
- The Secretary explained the biggest challenge was to maintain a strategic reserve when an entire generation of General and Flag Officers, misled by the practice of troop caps, believe the “dramatic fallacy” that the Armed forces can go to war without planning for the tactical and operational reserves needed to exploit opportunities and provide a defeat mechanism. Citing a lack of professional military education and theoretical impulse, Secretary Mattis does not intend to place General and Flag Officer commanders in impossible situations without a reserve.
- When referencing the latest Operational Reserve definition proposed by the Board, the SECDEF stated “I outright reject that an Operational Reserve can exist simultaneously with a Strategic Reserve.” He stated that DoD needs to determine the correct level of a Strategic Reserve that can support Global Campaign Plans (GCPs) while still maintaining an Operational Reserve that can support ongoing contingencies.
- He requested help from the RFPB and instructed the Acting USD (P&R) to question every assumption in the proposed definition and charged the Department to define the problem in detail using data and determine what levels of deployment to dwell ratios can truly be sustained at every level.
- The Secretary expected the problem definition that breaks out the issue to address each piece (i.e. ground, aviation) followed by “strategic rationale” for a model to support a system containing a sustainable frequency of activation “that the force can stand” without breaking the “social contract” with employers. He said the model must work for the Chairman of the Joint Chiefs of Staff and not reduce standards.
- Discussion and questions surrounded the “huge departure” from how we have been messaging the use of our Reserve Component as an Operational Reserve. When asked which has priority, SECDEF replied that we need to “go to General Quarters on this issue,” “impose a sense of urgency,” and prioritize the Strategic Reserve first because “it’s critical,” while continuing to provide options to tap that force for ongoing operations.
- The Secretary stated “you’re it” with the country having no alternative—“the Strategic Reserve buys the time we need.” Moreover, he emphasized the budget should never be used as an excuse to impact the Strategic Reserve.

- He noted with no political will to activate the Draft, it is the Strategic Reserve that must act as the military's "shock absorber" for supporting potential GCPs.
- The SECDEF then described his desire to hold on dearly to our "All-Recruited Force" vice accepting an "All-Volunteer Force." He noted that with 71% of young adults ineligible for military service, we must accept this as a reality and focus on attracting and retaining the best of the 29% that remains. He also stated that the military needs to be the model citizen for the rest of America, and that theme needs to be carried forward with the RC in our communities.
- With respect to the SECDEF's Line of Effort #2 regarding enhancing partnerships, he acknowledged being very aware of the National Guard's State Partnership Program (SPP), but that he needs the Reserve Component's help to put the best face forward when sending representatives to partner nations. He mentioned how the most physically unfit members of a parade in a country he visited were the U.S. military representatives of the SPP from that country's partner U.S. State.
- After many questions and follow on discussions surrounding the above topics, the SECDEF concluded his discussion at 1100 with the hope that the hour was helpful, and charged all in the room to "hold the line and keep the faith."

#### **1100 – Meeting Concurrent Domestic and Operational Reserve Requirements**

- Brigadier General Dana Hessheimer, Director, Joint Staff, California Military Department
- Brigadier General Hessheimer discussed the California National Guard's recent homeland security and operational requirements which included responding to forest fires, supporting immigration enforcement operations, and the California National Guard partnership with Ukraine.
- He presented lessons learned based on the recent catastrophic California forest fires and the domestic firefighting operations involving the California National Guard members which occurred during the late summer and fall of 2018.
- He described the proactive approach taken in dealing with the disaster, provided procedures to improve the reaction to future disaster events and enhance relationships with other States and local disaster response teams.
- Brigadier General Hessheimer emphasized the use of 502F funding authority and the MQ-9 unmanned aerial vehicle (UAV) reconnaissance to assist with the disasters, issues that developed with their use, and the importance of each in accomplishing the mission.
- He discussed the lessons the California National Guard members have learned in the months since becoming fully operational on the U.S.-Mexico border and assigned to Joint Task Force Sierra.
- He stated they have launched a three-pronged attack to help U.S. Customs and Border Protection (CBP) in its mission.
- Brigadier General Hessheimer defined the California-Ukraine State Partnership Program (SPP). The SPP Mission promotes democracy, free market economies and military reform by establishing long-term institutional affiliations and personal relationships at the state and local level.
- The partnership directly supports both the goals of the U.S. Ambassador to Ukraine and Commander, U.S. European Command through California Air National Guard missions supporting Ukraine ground forces and showing U.S. forward theater presence.



- He concluded by saying as part of the Governor's Cabinet, the Adjutant General of the California National Guard facilitates partnerships throughout the state and local governments in California as well as the private sector. He said that recently, a tuberculosis clinic in Odessa was renovated with funds provided by contacts made through the partnership.

#### **1200 – Break**

#### **1230 – Joint Staff perspective on National Defense Strategy Employment Model**

- Lieutenant Colonel James Peterson, USAF, Deputy Director for Global Integration and Current Operations, Integrated Operations Division, Joint Staff (JS 35)
- Lieutenant Colonel Peterson discussed the concept of Dynamic Force Employment in the National Defense Strategy and the Department's decision making process.
- He briefed the strategic logic and approach of the National Defense Strategy and connected that to the Dynamic Force Employment decision framework developed by The Joint Staff.
- He said that Dynamic Force Employment is a planning construct that arranges the Joint Force by task, readiness levels, and response times.
- He noted that from here the Department prescribes the level of readiness that the Services must provide to meet strategic objectives.
- He stated that the model balances global commitments, service readiness efforts, and adjusts plans with the Chairman of the Joint Chiefs of Staff as the Global Integrator.
- The Chairman noted interest in the gap analysis process with any follow-ups to be monitored by the full time staff assigned as determined by the Board's subcommittees.

**\*\*End of Closed Meeting\*\***

#### **1320 – Break**

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

#### **1325 – Chairman's Welcome and Opening Remarks**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*
- Mr. Alex Sabol, Designated Federal Officer
- 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.

#### **1330 – Forging a Total Force - Evolution of the Guard Reserve**

- Colonel Forrest Marion, USAFR (Ret) Co-author of *Forging a Total Force - Evolution of the Guard and Reserve*
- Dr. Marion briefed his published book, "Forging a Total Force - Evolution of the Guard and Reserve," in which he and co-author Jon Hoffman analyzed how the Nation's military drawdowns have historically caused the Nation to depend on its Guard and Reserves.

- He traced the evolution of the Guard and Reserve from the Revolutionary War-era militias to today's Operational Reserve, an integral part of the Nation's Total Force. In the early republic, the ideal of a citizen-soldier, capable of taking the field with little or no training, predominated.
- He stated that the core of his book focused on what came next, from 1990 to 2011, with particular emphasis on the decade after 9/11 and the shift from using the Reserve Component as a strictly Strategic Reserve to using it as an Operational Reserve.
- Dr. Marion further noted that policy changes failed to keep up with the increasing demand of Reserve Component forces. Policies highlighted by Dr. Marion during his brief were:
  - Dick Act of 1903
  - National Defense Authorization Act of 1920
  - The Gray Board of 1948
  - The Bottom – Up Review of 1993
  - Secretary of Defense Cohen's "Seamless Total Force" in 1997
  - The standard green ID card in 1998
  - The name change from the Naval Reserve to the Navy Reserve in 2005
  - TAG validation of pre-mobilization training in 2007
- He briefed that the post-Cold War drawdown during the 1990s made the smaller Active Component more dependent on the Reserves than it had been since the Nation's founding. However, the Nation struggled to provide adequate training and equipment to the Reserve Component throughout the Cold War as policy remained outdated until the achievement of a Total Force, which integrated Active and Reserve Component.
- He then showed the Persian Gulf War demonstrated both the effectiveness of the Reserves and the challenges it continued to face. The Reserve Component proved its value yet again in the wars following 9/11, but also became strained as it became clear just how much the Nation depended on its Guard and Reserves.
- Finally, he detailed the policy changes that were made midstream in an attempt to address issues with the overextended force, such as balancing training and deployment with civilian lives and careers, providing health care to reservists, and integrating the Active and Reserve Component.
- Dr. Marion concluded by stating policymakers will continue to face issues as they forge ahead with citizen-soldiers serving as an Operational Reserve Force.

#### **1415 – Break**

#### **1425 – Transparency and Traceability of Procurement Investment and Funding**

- Colonel Samuel R. Cook, USA, Deputy Director, Materiel (Resource Evaluation)
- Colonel Cook started off quoting a Senior Leader: "We cannot expect success fighting tomorrow's wars with yesterday's equipment."
- He stated that the main theme to his brief was that the equipment budgeting for the National Guard & Reserve is a legacy process that challenges oversight; limiting transparency and traceability/auditability, and that over the last decade there has been Congressional interest in improving this transparency.
- There is very little transparency in the Army when it comes to resource allocation at the Department of the Army level. He said that once funds are allocated, it is very difficult to see if the Reserve Component got the equipment and/or resources initially allocated in the POM, because there is little transparency and a lot of repurposing of funds.



- He emphasized the pace of technology requires increased agility and changes in the procurement process from resource allocation all the way through execution, and the concurrent fielding of equipment (to AC and RC) and increased transparency will increase the cohesion of the Total Force.
- He also noted that annually, Congress adds the unrequested NGREA, which is still less than 1% of total procurement appropriation.
- Colonel Cook cited examples of equipment compatibility issues by Service in their Equipment Readiness Briefs of which Mission Command Systems was an issue for each of the Services.
- He then stated over the last decade, there has been ongoing and increasing Congressional interest at looking for the Service's transparency and parity for the Reserve Component equipment procurement investment & funding. Congressional letters from 2008 identified 3 solutions:
  - Fund National Guard and USAR equipment through NGREA
  - Create Guard and Reserve Sub-accounts
  - Create separate accounts
- He briefed the Services did not select those solutions, but settled on the current Equipment Transparency Report (ETR), which is an Excel Spreadsheet of the equipment procurement budget execution.
- He noted ETR really didn't improve the Reserve Component equipment procurement budget execution transparency with an internal assessment in 2012 showing the ETR was labor intensive to keep current and that it still does not provide the level of requested transparency.
- He stated that another ETR assessment done in 2015 showed that there is no discrete identification of equipment budget LINs, that the equipment quantity and funding cannot be traced, and that the ETR process was still manpower intensive.
- Colonel Cook said Services are reluctant to give up the flexibility of moving funds around as the situation/requirement changes, but the lack of transparency in the process is the issue.
- He briefed ultimately, the message was that Congress is getting increasingly impatient with the lack of progress in transparency and traceability over the last 10 years, causing them to pass the Senate Report 114-263, DoD Appropriations Act 2017, which supports the practice of including Reserve Component funding requests in parent Service equipment budgets.
- He said the Department considered three alternatives to the ETR to answer the 2017 DoD Appropriations Act:
  - Establish separate RC appropriations & discontinue the ETR
  - Create RC specific BLINs on P-1 documents & discontinue the ETR
  - Retain status quo with further attempts to enhance processes
- He stated the Department's decision to create Guard & Reserve Budget Line Item Numbers on Service's P-1 documents provides the desired transparency over Reserve Component equipment funding, while retaining Service flexibility within the prescribed reprogramming thresholds.
- Colonel Cook concluded by saying that the Department has elected to do this as a pilot and see how this will work out.
- Chairman Punaro recalled Secretary Gate's direction 10 years ago to the Department to establish transparency on Reserve Component equipment. The Chairman articulated to the speaker that it is important to push as hard as the Department can because service programmers inherently do not want to commit to deliver to the Guard and Reserve. Budget line items ensure service programmers assert equipping plans for the Guard and Reserve to Congress.

- Both the Active Army Component and Reserve Component need the most modern equipment and an allowance to adjust priorities for deployments. The Chairman considered the BLIN proposal which provided significant assistance in this area by supporting full implementation over and above a pilot program in order to start measuring progress as well as extend the Board's commitment of assistance.
- The board did not vote on a recommendation while supporting the inclusion of the Equipment Transparency initiative into the board's upcoming reports.

#### **1520 – Board Priorities**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*
- Chairman Punaro reviewed the Board's priorities for the next year:
  - He tasked Sergeant Major Lewis to provide feedback from the Reserve Component's Senior Enlisted Advisors on what they are hearing and what the troops are talking about, and he also tasked the junior officer consultants to provide the same information from their fellow junior officers to keep the Board informed.
  - He directed the Board to stay on top of the Department's planning for the new Space Force/Space Command to ensure the Reserve Component is included. Guard and Reserve units are accomplishing ongoing Space missions. What are the skill sets they are looking for, what are the requirements for this warfare domain, and is there a need for a report covering the integration of the Reserves?
  - The Board will update the fully burdened life-cycle cost study using the last report as a baseline while looking at policy changes implemented since the last report.
  - He tasked the Board to begin updating the previous Presidential Transition Book for the upcoming 2020 Presidential Election.
  - He concluded by asking the Board members if they had any suggestions that the Board may want to consider.

#### **1420 – Reserve Forces Policy Board Chief of Staff Closing Remarks**

- Major General Blake Ortner, ARNG, *RFPB Military Executive*

#### **1425 – Closing Remarks**

- Major General Arnold L. Punaro, USMCR (Ret), *Chairman, RFPB*
- Chairman Punaro thanked all in attendance for their support of the RFPB and the men and women of the Reserve Component.
- 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