

Fiscal Year 2019 Report of December 12, 2018 Closed Meeting
of the Office of the Secretary of Defense Reserve Forces Policy Board
Under Section 10(d) of the Federal Advisory Committee Act

1. The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on December 12, 2018 in Room 3E863.
2. A portion of the meeting was closed to the public from 8:55 a.m. to 1:20 p.m. The meeting was closed in accordance with provisions outlined by the Government in the Sunshine Act, as amended by 5 U.S.C. § 552b(c) (1) and the Federal Advisory Committee Act (FACA), as amended by 5 U.S.C. Appendix (Executive Order 13526 – Classified National Security Information). The agenda items covered during this period were the presentations from the Commander, U.S. Cyber Command; the Secretary of Defense; The Adjutant General, California; and the Deputy Director for Global Integration and Current Operations, Integrated Operations Division, Joint Staff. Secret level discussions are likely as they address military operations; readiness, availability, use, and performance of the National Guard and Reserve; and the future strategies for their use. The unclassified summary of each of the presentations is provided below:

a. Commander, US Cyber Command

– General Paul M. Nakasone, USA

- 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.

b. Secretary of Defense

– The Honorable James N. Mattis

- 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.”

c. Director, Joint Staff, California Military Department

– Brigadier General Dana A. Hessheimer, ANG

- 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.

d. Deputy Director for Global Integration and Current Operations, Integrated Operations Division, Joint Staff (JS 35)

– Lieutenant Colonel James Peterson, USAF

- 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.



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