



# RESERVE FORCES POLICY BOARD MEETING MINUTES

## DECEMBER 4, 2024



The Reserve Forces Policy Board (RFPB) met on December 4, 2024, at the Pentagon Library Conference Center

### RFPB Members Present

- |   |                            |
|---|----------------------------|
| 1. Chair – Hon. Lisa Disbrow                  | 10. Dr. Stacie Pettyjohn   |
| 2. Mil Exec – Maj Gen Vanessa Dornhoefer      | 11. MajGen Karl D. Pierson |
| 3. Senior Enlisted Advisor – SGM Stuart Coupe | 12. Ms. Kathy Roth-Douquet |
| 4. MG John Andonie                            | 13. Mr. John F. Sampa      |
| 5. Ms. Sid Ashworth                           | 14. RDML Bryon Smith       |
| 6. Maj Gen (Ret) Maureen Banavige             | 15. Hon. Dr. Paul Stockton |
| 7. Maj Gen Daniel Boyack                      | 16. Mr. Atul Vashistha     |
| 8. RADM Tiffany Danko                         | 17. Ms. Phyllis J. Wilson  |
| 9. Mr. Carlos E. Martinez                     |                            |

Designated Federal Officer Present- Mr. Eric Flowers.

### CLOSED SESSION

The Designated Federal Officer (DFO) announced the presence of a quorum.

Maj Gen Vanessa Dornhoefer, Military Executive, welcomed board members and provided an overview of the RFPB Playbook and trifold pamphlet at each member's table. She addressed upcoming staff losses.

Hon. Lisa Disbrow, RFPB Chair, welcomed board members and provided highlights of recent board activity to include meetings with the Deputy Secretary of Defense, JS/J1, and JS/J7.

Lt Gen Anderson, JS/J7 presented a classified briefing on Joint Future Warfighting Concept and Doctrine. Notable highlights included discussions about upcoming joint exercises and emerging doctrine for future conflicts. He also discussed the need to identify unique civilian skillsets of Reserve/Guard members who may be double or triple counted for response planning across civil and military entities; and the need to define adjudication responsibilities and priorities. Additionally, he mentioned that national mobilization laws still on the books haven't been exercised since the 1980s. Lt Gen Anderson shared instances of civilians who expressed interest in serving in a reserve capacity but were unsuccessful due to onerous bureaucratic processes and guidelines.

Hon Disbrow adjourned the closes session and attendees took a thirty-minute lunch break.

### OPEN SESSION

After members reconvened, the DFO announced the presence of a quorum.

Maj Gen Vanessa Dornhoefer, Military Executive, welcomed board members and guests and highlighted items of interests such as the Total Force Optimization (TFO) memo and draft Implementation Plan, January 2025



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Policy Committee Symposium, and mobilization efforts led by the Office of the Under Secretary of Defense, Personnel & Readiness

Hon. Lisa Disbrow welcomed and introduced Hon Ashish Vazirani, Performing the Duties of the Undersecretary of Defense for Personnel and Readiness and Hon Ronald Keohane, Assistant Secretary of Defense (ASD) for Manpower & Reserve Affairs (M&RA).

Hon Vazirani thanked the board for its work by highlighting the members' and the staff's contributions to the recently released Total Force Optimization memo. He also complimented the group on its recent Homeland Defense report. Hon Keohane echoed Hon Vazirani's comments.

SGM Stuart Coupe introduced the first guest speaker, SGM Steve Minyard, OASD M&RA, to discuss "The Total Force, A Senior Enlisted Perspective."

SGM Minyard discussed several topics impacting the Reserve Component (RC).

- Gains in parity of benefits and quality of life entitlements between AC and RC service members
- Guard units training Ukrainian forces in Germany
- Our NATO allies are looking at our RC as a model for their forces
- RC members are spending more time in a compensated status (average 80 days per year)
- Many Commanders are breaking away from the traditional drill model and clustering drills together for more realistic training
- Pay for drill travel could impact the community-based RC unit concept
- Increased time and commitments are placing additional stress on members and families
- My Career Accelerator, a spouse career support program, is available regardless of duty status
- Hearing more requests from the field and Congress on Childcare options for drilling reservists
- Increased demand from the AC for RC man-day support; RC units lose unit strength and readiness when this occurs

SGM Minyard thanked the RFPB for its continued focus on duty status reform and total force optimization and also suggested the RFPB consider conducting a deep dive into RC compensation to determine if drill pay is sufficient and if the RC is competitive enough to keep up with the "gig economy". The last Reserve Compensation review was conducted in 2011. Two items of particular importance to the enlisted force are policy and systems to support permeability and identifying members in critical civilian positions. Finally, he indicated the RC needs to prepare for full-scale mobilization with emphasis on attacks on the information, cyber, and legal domains aimed at reducing unit effectiveness.

### RC Chiefs Round Table Part 1

Brig Gen Nichols, ANG, emphasized the need to focus on permeability and the military technician (mil tech) program to meet the needs of the future fight.

MG Baldwin, ARNG, discussed ARNG's focus areas and priorities highlighting their transformational effort to realign 50K spaces over the next 5-10 years, growing combat ready soldiers and leaders, and strengthening



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enterprise partnerships. He highlighted concern over execution funding shortfalls that have resulted in a compounding readiness deficit; tensions between Global Force Management Allocation Policies and Procedures, domestic operations and preparation for large scale operations; inability to sustain adequate levels of equipment maintenance due to low utilization rates; sustainability challenges to the mil tech program caused by non-competitive salaries; and authorities to access the RC. Recruitment is on an upswing.

LtGen Anderson, USMCR, indicated his top two priorities were support to Global Force Management and talent management. High operational tempo is impacting readiness. NGREA cut to 1% despite the need for higher funding rates; he is targeting 7% NGREA funding in order to modernize ground equipment. Reliant on AC to modernize. Would like to see easier permeability to go from AC to RC and back again. Recruitment is not a problem primarily due to incentive programs, referrals, and branding.

RAML Danko, USCGR, indicated that USCGR units are fully integrated with the AC units and do not have their own equipment. She indicated structures are old and do not support readiness and the future fight saying they are balancing “yesterday’s force structure, with today’s force strength, and future force requirements.” Additionally, 10 USC 12304b does not apply to USCGR which hinders its ability to plan for largescale events.

Maj Gen von Hoffman, USAFR, discussed the priorities of Ready Now and Transforming for the Future. She indicated that today RC operations and maintenance have the same capability and response as AC; they are focused on transforming over the next 2 years to reorganize and exercise to operate an air base in an austere environment (vs deploying to established bases). Emphasized the need for concurrent and proportional fielding of equipment allowing seamless integration of AC and RC forces. Recruitment is at 103% of goal, retention is a challenge.

Mr. Fuller, USNR, outlined three priorities: posture for warfighting; strengthen the warfighter (including families and civilians); and refining quality of service (pay and permeability). They have set a goal of mobilizing 50K members in 30 days; can the AC receive and integrate them?

MG Kotulich, USAR, outlined its challenges as end strength, equipment maintenance, modernization and transformation. Infrastructure for a strategic reserve doesn’t support a ‘ready now’ operational reserve. Funding and equipment readiness is still a challenge; modernization is a priority; the mil tech program is not useful for ‘ready now.’ Need changes to the program. Recruitment is better but still missing targets; need branding for purpose and contribution.

### RC Chiefs Round Table Part 2 – Questions and Answers Session

Q1- How do each of the Services prepare for the HD missions vice the Forward Fight?

ARNG – Training for the more complex tasks enables accomplishing less complex tasks; think of the threat you need to counter and determine forces needed; concerned about competing demand signal for the same forces (i.e., Combatant Commands’ requirements versus and Homeland Defense requirements)

USAFR – Future exercises will have outages of critical utilities impacting power projection platform capabilities. Coordination and relationships with local officials will be required.

USMCR – Primarily will backfill for AC.



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Q2 - What challenges do the Services have with mil techs?

USNR – Don't use mil techs; use the Training and Administration of the Reserve (TAR) officers to mobilize people, what do we do with them post-mobilization?

USAR – Need mil tech reform. Salary structure is not competitive and we compensate with expensive contracts to fill gaps. Need a completely new structure.

USCGR – Don't have mil techs but also don't have support systems or manning for large scale mobilization.

USAFR – Air Reserve Technicians typically grade out 1-2 grades lower than their AC counterparts. Need a study to determine if program is still viable and challenge Office of Personnel Management classification rules to grade out at competitive salaries. Other challenges are Title 5 status of mil techs who need to be Title 10 to execute some missions (i.e., cyber).

ANG – Feels the grading is not the primary issue but the pay structure is too low.

Q3 – With increased usage of the RC, are the Services concerned about the impact on families for identity theft and psychological information operations?

USNR – Base level programs need to be available to all, not just AC families

USMCR – biggest challenge is family readiness and concern over continuity of medical care when switching back and forth from civilian coverage to Tricare and back.

ARNG – On their radar but no solutions.

Q4 - Any thoughts on opportunities with budget cuts with the new Administration?

ANG – Focus on what is important regarding readiness and the importance of operational security to families and communities. The homeland is not a sanctuary from cyber or terror attacks. "In place" missions become a target we must be prepared to execute.

Q5 - Do RCs collaborate on National Guard and Reserve Equipment Appropriations (NGREA) requirements? Do response times for opening a theater requirements meet expectations? What can the RFPB do to help?

USAR – Primarily focused on 2 types of exercises: fort to port and opening a port. May need help prioritizing/deconflicting members being double/triple counted for their respective specialties.

ARNG – Contingency response units prepare 18-24 months out. Identified early deployers can meet timeline. Behind that is the problem due to funding and focus on priority units. No coordination on NGREA.

USMCR – Haven't discussed NGREA with other Services. Need to find a way to get from C4 rating to C2 rating quicker in RC. Maybe there is a better way to measure RC readiness.

USAFR – RFPB can help with getting the proper authorities to mobilize. The INDOPACOM theater does not have 10 USC 12302 authority (like CENTCOM does) and that delays mobilization.

USCGR – Challenges are getting out the door. There is no funding available for major mobilization exercises.

ANG – Have crowd sourced deployments for years, we need a dynamic shift. NGREA funding is critical to operate in a contested environment.

Q6 (Chair)- what skill sets are recruiting priorities?

ANG- Pilots (training seats); Intel/Cyber

USMCR- SIGINT/Cyber; O311s (infantry, mortars, machine gunners)

ARNG- it depends; each state is different and their shortages or priority MOS's vary



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USCGR- Operations and maritime security (this is the highest level of training; time required exceeds what it is funded for)

AFR- Rated career fields; Cyber; Maintainers (Air Res Techs)

USNR- Cyber/Intel/Aviation (pilots, crew, and maintainers)

USAR- 88M truck drivers; Ammo Handlers, 17A and 17Bs; 12B Engineers

Hon. Disbrow thanked the board members, speakers and guests for their time and noted that the next quarterly meeting is March 12, 2025, at the Pentagon.

Hon Disbrow adjourned the open session.

By my signature, certified to be accurate and complete.

Lisa Disbrow

Chair

Reserve Forces Policy Board

## **Additional Information**

### **RFPB Members Not Present**

1. MG Patricia Wallace

### **RFPB Staff**

1. COL Sean Counihan, USAR
2. COL Jon Eisberg, ARNG
3. CAPT Motale E. Efimba, USNR
4. Col Tammy Megow-Jones, USMCR, Chief of Staff
5. Ms. Margaret Odhiambo, Executive Assistant
6. CMSgt Nina Reiss, ANG
7. COL Richard Sudder, ARNG
8. Col Heather Tyner, USAFR

### **RFPB Consultants**

1. Mr. David Batz, RFPB Consultant

### **RFPB Fellows**

1. Mr. Larry Taylor
2. Mr. Robert Green
3. Mr. Timothy Orr

### **Speakers**

1. Lt Gen Dagvin Anderson, Director of Joint Force Development (Virtual)
2. SGM Stephen Minyard, Senior Enlisted Advisor to ASD, M&RA
3. LtGen Leonard Anderson, Commander, Marine Forces Reserve (Virtual)



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4. MG Deborah Kotulich, Deputy Chief of Army Reserve
5. Mr. Scott Fuller, Deputy Chief of Navy Reserve
6. Maj Gen C. McCauley von Hoffman, Deputy Chief of Air Force Reserve
7. RADM Tiffany Danko, Director of Coast Guard Reserve
8. MG Joseph Baldwin, Deputy Director of Army National Guard
9. Brig Gen Wes Nichols, Director of NGB/A1

### Public Attendees

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|---------------------------------------|--------------------------------------|
| 1. Mr. Steve Burris, SOCOM            | 13. Col Gloria Moran, ODASD RI       |
| 2. CMSgt Ashley Damm, SEA to DSSC     | 14. SGM Edwin Mota, USMCR            |
| 3. LTC Jeff Davis, OASD M&RA          | 15. COL Marisa Pace, OCAR-LL         |
| 4. Maj Gen Virginia Gaglio, AD ANG    | 16. Mr. Charles Powers, NGB-ANG      |
| 5. Mr. Ted Graham, Acting DASD, RI    | 17. COL Antionette Rainey, OASA M&RA |
| 6. COL Daniel Grassetti, ODASD RI     | 18. Maj Christopher Schutte, USAFR   |
| 7. Col Marc Henri, SAF/MRM            | 19. CAPT Jeffrey Shanahan, ODASD,RI  |
| 8. CAPT Richard Howell, ODASD RI      | 20. CDR Kevin Sherman, OCNR          |
| 9. GySgt John Jaimes, SEA OMCR        | 21. Mr. Jay Steffenhagen, OCNR       |
| 10. Hon. Ronald T. Keohane, ASD, M&RA | 22. Ms. Christina Trader, ODASD,RI   |
| 11. Col Jonathan Ma, ODASD RI         | 23. Mr. Tim Williams, NGB            |
| 12. Lt Col Kyle Matte, A5/7           |                                      |

### Public Attendees - Virtual

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|---|--------------------------------------|
| 24. Lt Col Billy Ancheta, AF/REG          | 38. COL Robin Pacheco, OASA M&RA     |
| 25. Mr. Henry Barber, NG J5               | 39. Mr. Thomas Paul, NGB             |
| 26. Col Robert Bell, ODASD, RI            | 40. Mr. Michael Petring, NGB         |
| 27. COL Leroy Carr                        | 41. COL Quentin Portis, OASA M&RA    |
| 28. BG Richard Corner, OASA,M&RA          | 42. Mr. Richard Rico, ANGRC          |
| 29. Lt Col Brian Craft, AF/REXS           | 43. COL Susie Roberts TRANSCOM TCJ1  |
| 30. Col Kimberley Davis, ODASD, RI        | 44. Maj Zachary Roberts, AF/REI      |
| 31. Lt Col John Durkee, AF/DS             | 45. SGM John Salazar, SOUTHCOM SC-CC |
| 32. Col Amanda Evans, SAF/MR              | 46. Maj Thayne Stiefvater            |
| 33. Maj Gen Christopher Faurot, INDOPACOM | 47. COL Cody Strong, ADASD, RI       |
| 34. Col Marc Henri, SAF/MRR               | 48. CAPT Dante Terronez, CNR         |
| 35. RDML Joanna Hiigel                    | 49. Lt Col Ryan Walsh, NGB           |
| 36. Mr. Robert Lyon, DODHRA DSSC          | 50. RDML Kimberly Waltz, USFFC       |
| 37. Col Jonathan Ma, ODASD, RI            | 51. Col Mary Wilson, SAF/MR          |