



RESERVE FORCES POLICY BOARD MEETING MINUTES DECEMBER 6, 2023



The Reserve Forces Policy Board (RFPB) is a Federal Advisory Committee established by statute (10 USC 10301) within the Office of the Secretary of Defense. Its purpose is to *"serve as an independent adviser to the Secretary of Defense to provide advice and recommendations to the Secretary on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the Reserve Components."* The RFPB operates pursuant to the Federal Advisory Committee Act (FACA) of 1972. It meets quarterly and out of cycle when required. The RFPB held its first session for fiscal year 2024 on December 6, 2023 at the Pentagon. The meeting was partially closed with an open session scheduled for the afternoon.

RFPB Members Present

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|----------------------------------------------------|--------------------------------------------------|
| 1. Chair - Mr. Arnold Punaro, MajGen (ret) USMCR | 10. Mr. Carlos E. Martinez, Brig Gen (Ret) USAFR |
| 2. MG John B. Hashem, USAR, Military Executive | 11. Mr. John F. Sampa, CSM (ret) ARNG |
| 3. SGM Stuart Coupe, USAR, Senior Enlisted Advisor | 12. Hon. Dr. Paul Stockton |
| 4. MG Susan E. Henderson, USAR | 13. Hon. Ms. Lisa Disbrow |
| 5. RADM Miriam L. Lafferty, USCGR | 14. Ms. Michelle M. Lenihan |
| 6. MajGen Karl D. Pierson, USMCR | 15. Ms. Phyllis J. Wilson |
| 7. RADM Eric C. Ruttenberg, USNR | 16. Ms. Sid Ashworth |
| 8. MG Haldane B. Lamberton, ARNG | 17. Mr. Atul Vashistha |
| 9. Maj Gen (Ret) Eric Overturf, USAFR | |

RFPB Members Not Present

1. Brig Gen Michele K. LaMontagne, ARG (Ret.)
2. Hon. Ms. Debra Wada
3. Ms. Kathy Roth-Douquet

RFPB Staff

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|-------------------------------------------------|------------------------------------------------|
| 1. Mr. Eric Flowers, Designated Federal Officer | 6. CAPT DeWuan Booker, USNR |
| 2. COL Sean Counihan, USAR, Chief of Staff | 7. LtCol Tammy Megow-Jones, USMCR |
| 3. COL Richard Sudder, ARNG | 8. LCDR Sweeney, USCGR |
| 4. Col Gary Beckett, USAFR | 9. CMSgt Nina Reiss, ANG |
| 5. Col Manaal Burge, ANG | 10. Ms. Margaret Odhiambo, Executive Assistant |

RFPB Fellows

1. Mr. Al Zapanta, former RFPB Chairman
2. Mr. Larry Taylor, former RFPB Member

Speakers & Invited Guests

1. Hon Lloyd J. Austin, Secretary of Defense
2. Hon Ashish Vazirani, Acting USD P&R
3. MG William Hartman, Commander – Cyber National Mission Force
4. MajGen Rich Neely, The Adjutant General, Illinois

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Public Attendees

1. General Daniel Hokanson, Chief of the National Guard Bureau
2. Lt Gen John Healy, Chief of the Air Force Reserves
3. Lt Gen Michael Loh, Director, Air National Guard
4. Mr. Grier Martin, OUSD P&R M&RA
5. Mr. Judd Lyons, DASD RI
6. Mr. Ted Graham, ODASD RI
7. CAPT Michael Hansen, OUSD P&R
8. Col Jon Ma, OASDM&RA /ODASD RI
9. LTC Jeffrey Davis, OUSD P&R M&RA
10. Mr. Karim Farishta, OSD LA
11. SGM Stephen Minyard, OUSD P&R M&RA
12. COL Jennifer Nolan, OUSD P&R
13. Mr. James Shroeder, ODASD RI
14. COL Mike Hiller, OSD P&R RI
15. Col Jim Hogan, OSD P&R RI
16. CAPT Jeff Shanahan, ODASD RI
17. Ms. Christina Trader, ODASD RI
18. CMC Tim Beard, Coast Guard Reserve
19. Mr. Ron Bogle, Guard and Reserve
20. BG Timothy Brower, NGB J5
21. LtCol Dana Brown, AF/DSI
22. COL Jeremy Bukowczyk, OSD
23. Lt Col Julia Coppola
24. Col Marc Henri, SAF MRR
25. Col Mark Wernersbach, SAF/MRR
26. Ms. Stacie Pettijohn, JS
27. Maj Alicia Lacy, NGB J55
28. Ms. Hannah Lilley, DoD
29. LTC Jason Secrest,
30. SFC Christopher Praino, NGB-SEA
31. SEA Tonny Whitehead, NGB-SEA
32. 1stLt Allison Annick, CNMF
33. Dan Brooks, CNMF
34. CDR Keedah Ray, USCG
35. Mr. Scott Fuller, Navy Reserve
36. LTC Bret Bohannon, NGB G55
37. Col Heather Sullivan, AF/REG
38. Maj Vitaly Sherbina, DASO (FR)
39. COL Franklin Jones, ARNG
40. Mr. Scott Fuller, Navy Reserve
41. Charles Johnson, AF/REI
42. Tim Williams, NGB

OPEN CLOSED SESSION

At 8:30 a.m. on December 6, 2023, Mr. Eric Flowers opened the closed portion of the meeting and turned the floor over to the Military Executive, MG John Hashem and the Board Chair, MajGen (Ret.) Arnold Punaro, USMCR to welcome the members and provide opening remarks.

From 8:45 to 11:00 a.m. Hon. Dr. Paul Stockton, MG William J. Hartman, USA and MG Rich Neely, ANG, provided a classified discussion on the reserve component's expected roles in various cyber-related contingency plans associated with the DoD Classified Cyber Strategy. In this discussion, Honorable Dr. Stockton warned about the need to head lessons learned during Covid that can be applied to Cyber and other hazards. When choosing which members to activate we need to consider doing minimal harm when members are of greater need elsewhere and the importance of getting a robust Civilian Employment Index. With competing need for scarce resource in emergency response we must prioritize the greatest needs to the greater common good. He highlighted three areas of particular focus for the Board:

1. Skills and knowledge of Reservists, who work within the utility and critical infrastructure industries in their civilian capacity, can bring to bear their expertise to support National Security during a homeland defense event or activity.



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2. Interagency Homeland Defense coordination. He discussed the need for homeland defense plans across government agencies, not just within DoD. He mentioned that DHS and CISA lack homeland defense plans, as they follow DSCA construct under the National Emergency Response Plan. National homeland defense interagency exercises with DoD and the RC are vitally needed.

3. RC Homeland Defense Authorities and Statuses. Hon. Stockton discussed the various status the National Guard may be employed, state active duty, Title 32, and Title 10, under which this may create a 3-way battle between State's Governors, Federal missions, and support to civil authorities for scarce resources. With the potential high demand for the National Guard to support Homeland Defense, the whole of the RC will be needed.

MG Neely discussed many of the tech challenges facing the Nation and MG Hartman discussed his top three priorities: 1. defend the DODN, 2. defend the Nation from cyber-attacks, and 3. conduct cyber operations to achieve command objectives.

ADJOURN CLOSED SESSION

At 11:00 a.m., Mr. Flowers adjourned the Board's closed session for the day.

OPEN PUBLIC SESSION

At 1:00 p.m. Mr. Flowers opened the public session and provided administrative remarks. MG Hashem and MajGen (Ret.) Punaro welcomed the Board members, guests, and public attendees, and turned the floor over to the subcommittees for updates to the board.

From 1:05 – 1:30 p.m., Mr. Eric Overturf and other members from the Personnel Policy Subcommittee presented an update to the board on their subcommittee's lines of effort: Permeability (the ability to seamlessly transition between components with no impacts to personnel actions), Improving Quality of Life, Recruiting & Retention, and Fully Burdened Life Cycle Costs. The brief was followed by a question-and-answer session. The Homeland Defense and Total Force Integration Subcommittees did not provide updates.

From 1:30 – 1:45 p.m., Honorable Ashish S. Vazirani, Acting Under Secretary of Defense, Personnel & Readiness provided an overview of the Department's guidance on policies and programs specifically related to the Reserve Components. Mr. Vazirani expressed sincere gratitude to Chairman Punaro for his years of service and leadership on the RFPB and as a champion of the Reserve Component. He emphasized the indispensable vital role of the Reserve Component as part of the Total Force in supporting the National Defense Strategy. Mr. Vazirani highlighted an updated Strategic Readiness Assessment and how it will be used as a framework to evaluate the department's resourcing, authorities, modernization, and personnel (RAMP) policies to ensure the Reserve Component has the force structure, sustainment, and mobilization processes in place to support the 2024 National Defense Strategy. Mr. Vazirani expressed his full support of the Reserve Forces Policy Board's recommendation to update the Total Force Policy and informed the audience that updated policy will be called, "Total Force Optimization for Strategic Competition." There will be a Workforce Management Group meeting on Tuesday, 12 December 2023 to outline the plan of action for the development and implementation of the updated policy.



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From 1:50 – 2:15 p.m., Honorable Lloyd J. Austin, Secretary of Defense, provided an update on current Department efforts to provide security assistance to allies in the Ukraine and Israel. He highlighted the President’s four top tasks regarding Ukraine: 1. Provide security assistance, 2. Ensure a strategic failure for Russia, 3. Contain the conflict so it does not become regional or global, and 4. Maintain unity within NATO, all with the desired end state that Ukraine remains sovereign, can effectively defend itself, and can deter future Russian aggression. The Secretary noted the unique convening power of the United States forged through frequent engagement with allies’ ministers of defense, information sharing to build trust and confidence, and the work of the reserve component in training and equipping allied forces. He noted that U.S. efforts in support of Ukraine directly enabled efficient and timely support to Israel. The Secretary noted the reserve component’s important role in the National Defense Strategy both operationally and providing critical strategic depth. He thanked the Board for their efforts and volunteerism in support of the Guard and Reserve before bidding farewell to the outgoing chairman: “I’ve come to thank Chairman Punaro for what he’s done across his robust career. He is an institution and knows more about this business than anyone I know. His experience is from scar tissue learning and one challenge after another. I can’t even count the number of senior leaders he has prepared on reserve matters. I can’t thank Chairman Punaro enough for his leadership of this board.” Next, the Secretary welcomed the incoming Chair, Honorable Ms. Lisa Disbrow, whom he has served with before, telling the Board that they were in good hands, and that under Ms. Disbrow’s leadership the Board will continue to do good work on behalf of the Guard and Reserve.

From 2:15 -2:30 p.m., MajGen Punaro, USMCR (Ret.) thanked everyone for their attendance and support for the vital work of the Board. He officially welcomed Hon. Ms. Disbrow as his successor and new RFPB Chair.

ADJOURN PUBLIC SESSION

At 2:30 p.m., Mr. Flowers adjourned the public session.

By my signature, certified to be accurate and complete.

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