



Office of the Secretary of Defense
Reserve Forces Policy Board
Quarterly Meeting
Wednesday, December 07, 2022

Location: Pentagon 3D684–Gardner Room, Army Conference Center

Members Present

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board (RFPB)
2. Major General John B. Hashem, U.S. Army Reserve, Military Executive, RFPB (Non-voting)
3. Major General Susan E. Henderson, U.S. Army Reserve
4. Rear Admiral Miriam L. Lafferty, U.S. Coast Guard Reserve
5. Major General Haldane B. Lamberton, Army National Guard, The Adjutant General, Kentucky National Guard
6. Brigadier General Michele K. LaMontagne, Air National Guard
7. Ms. Michele Lenihan, Executive, Hakluyt & Company
8. Major General Michael S. Martin, U.S. Marine Corps Reserve
9. Mr. Carlos E. Martinez, Brigadier General (Ret), U.S. Air Force Reserve
10. Major General Eric S. Overturf, U.S. Air Force Reserve (Ret)
11. Ms. Kathy Roth-Douquet, CEO, Blue Star Families
12. Sergeant Major Peter J. Running, U.S. Army Reserve, Senior Enlisted Advisor, RFPB (Non-voting)
13. Rear Admiral Eric C. Ruttenberg, U.S. Navy Reserve
14. Mr. John F. Sampa, Command Sergeant Major (Ret) Army National Guard
15. Ms. Loren D. Schulman, VP, Research, Evaluation, and Modernizing Government, Partnership for Public Service
16. Honorable Dr. Paul N. Stockton, President, Paul N Stockton LLC
17. Mr. Atul Vashistha, CEO - Supply Wisdom, and Chairman - Neo Group
18. Ms. Phyllis J. Wilson, President, Women in Military Service for America Memorial Foundation

Invited Speakers

19. Mr. David Batz, Director-Cyber/Infrastructure Security, Edison
20. Rear Admiral Daniel L. Cheever, USN, Chief of Staff, U.S. Northern Command
21. Mr. Thomas Constable, Assistant Secretary of Defense for Manpower & Reserve Affairs
22. Ms. Melissa Dalton, Assistant Secretary of Defense for Homeland Defense and Hemispheric Affairs
23. Ms. Meike Eoyang, Deputy Assistant Secretary of Defense for Cyber Policy
24. Lieutenant General Timothy D. Haugh, USAF, Deputy Commander, U.S. Cyber Command
25. General Daniel Hokanson, ARNG, Chief National Guard Bureau
26. Mr. Judd Lyons, Deputy Assistant Secretary of Defense for Reserve Integration
27. Mr. Eric Ridge, Deputy Assistant Secretary of Defense for Strategy and Force Development
28. Lieutenant General John P. Sullivan, USA, Deputy Commander, U.S. Transportation Command
29. Major General April Vogel, Director National Guard Bureau Legislative Affairs
30. Major General Giselle Wilz, ARNG, National Guard Bureau Director of Staff

RFPB Staff

31. Colonel Julia Hunt, USMCR, Chief of Staff
32. Colonel Gary Beckett, USAFR
33. Colonel Manaal Burge, ANG
34. Lieutenant Colonel Stephen Hedger, USAR
35. Ms. Maggie Odhiambo

36. Captain William McCabe, USN
37. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
38. Lieutenant Commander Dan Sweeny, USCGR
39. Colonel Richard Sudder, ARNG

Other Attendees

40. Master Chief Petty Officer Timothy Beard, U.S. Coast Guard Reserve
41. Colonel Amy Brantley, USAF, OSD, Director GFM and Mobilization
42. Major Jeffrey Davis, USA
43. Mr. Karim Farishta, OSD LA
44. Sergeant Major Ruben A Esparza, USMCR
45. Mr. Ted Graham, Principal Deputy, Reserve Integration
46. Ms. Angel Hemphill, Executive Assistant to the Deputy Commander, TRANSCOM TCDC
47. Colonel Jim Hogan, USAFR, Reserve Integration
48. Brigadier General Kelly Dickerson, OCAR
49. Mr. Grier Martin, Senior Advisor to Assistant Secretary of Defense for Manpower & Reserve Affairs
50. Colonel Tanya Lee, ANG, Director of Reserve Integration
51. Mr. Israel Martinez
52. Lieutenant Commander James Losee, Aide De Camp, TRANSCOM TCDC
53. Colonel Stephen Goutis, USAF/JA
54. Mr. Richard Rico, National Guard Bureau -SO
55. Chief Master Sergeant Andrew Smith, U.S. Air Force Reserve
56. Sergeant Major Michael Spalding, Executive Assistant to the SEA-CNGB
57. Lieutenant Colonel Christopher Tison, USAR, OCAR
58. Colonel Brandye Williams, National Guard Bureau

The Reserve Forces Policy Board (RFPB) held a closed quarterly meeting in Washington, DC on December 07, 2022, in the Pentagon 3D684– Gardner Room, Army Conference Center

****Start of Meeting****

0830 - Closed Session Opening Comments

- Mr. Alex Sabol, Designated Federal Officer

- Mr. Alex Sabol introduced himself as the Designated Federal Officer, called the meeting to order, and as required by the Federal Advisory Committee Act, announced that the USO P&R approved the opening of the meeting and the agenda. He also stated that the Board had a quorum and noted no persons had submitted requests to appear before the Board.

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

- Chairman Punaro administratively opened the Board to conduct required business. He welcomed members, new members and nominated members, staff, and invited guests. He also briefed the security level of the closed session and the requirements there within.

0840 – Dr. Stockton, Chair, *Use of the Reserve Components for Homeland Defense and Support to Civil Authorities Subcommittee*

- Dr. Stockton discussed his committee’s homeland defense focus and potential threats to the homeland. He discussed potential tasking for this subcommittee to address how the Reserve Component can support these homeland defense challenges. He introduced and thanked Mr. Batz for coming to speak to the board. Chairman Punaro then asked if Dr. Stockton was working with the Department of Homeland Security (DHA), to which Dr. Stockton replied he established connectivity with interagency partners, and that the RFPB needs to develop a recommendation before having in depth discussions with DHS and

other agencies.

0845 – Ms. Melissa Dalton, Assistant Secretary of Defense for Homeland Defense and Hemispheric Affairs

- Ms. Dalton discussed the threats to national security, noting they have changed in both scope and scale. She discussed ways the Reserve Component contributes to Integrated Deterrence and highlighted that the security environment is much more dangerous. She went on to state that the U.S. homeland is no longer a sanctuary, and the Reserve Component will be increasingly focused on war fighting. She stated the National Guard is critical to homeland defense, and that allies and partners are also key, noting the State Partnership Program. She said we must rethink the role of the Reserve Component and that her office is working new drafts to homeland defense policy guidance.
- Dr. Stockton reiterated that the RFPB and his subcommittee are preparing work tasks for the subcommittee to make recommendations on how the Reserve Component can best support homeland defense
- A question-and-answer session followed which included discussions at the classified level.

0925 – Mr. Thomas A. Constable, Assistant Secretary of Defense for Manpower & Reserve Affairs

- Mr. Constable stated DOD must take note of the changing security environment, but not be deterred by it. He noted that Total Force Policy is not just a bumper sticker and that Integrated Deterrence requires the Reserve Component through fully integrated strategic planning. He highlighted several P&R initiatives to that end. He stated there are also legislative proposals put forth by P&R such as a proposal for the National Guard to receive transitional health care to remove disparities between Title 10 and Title 32 service during a Declaration of National Emergency. He also noted other proposals to reinvigorate the Military Exchange Reserve Program and to increase the Secretary of Defense's flexibility under Title 10 Section 12304.
- Chairman Punaro noted that we cannot do enough for military families.
- Dr. Stockton requested further guidance for the board and noted a Total Force posture is necessary for every challenge and that the Reserve Component cannot be an appendix to Homeland Defense.
- Major General Lamberton inquired as to the status of Duty Status Reform and Mr. Constable stated that it is at a standstill, but DOD continues to address Duty Status Reform.

0945 – Mr. Eric Ridge, Deputy Assistant Secretary of Defense for Strategy and Force Development

- Mr. Ridge briefed Strategy and Force Development's security environment assessment and the four priorities they are addressing within the National Defense Strategy. The four priorities are: defend the homeland; deter strategic attack; deter aggression; and build a resilient Joint Force response. He discussed the ways in which his office is addressing these challenges and noted that Allies and Partners are a centerpiece of the strategy. A classified question and answer period followed.

1015 –NGB Legislative Update: MG Giselle Wilz, NGB Director of Staff, and Maj Gen Vogel, Director NGB Legislative Affairs

- MG Wilz provided updates on current 12304 LP 60 legislation regarding catastrophic Cyber Incident. There was significant discussion regarding the importance of authorities and broad vs specific intents.
- Maj Gen Vogel provided updates regarding current legislative proposals and NDAA updates affecting RC:

- Grade of the Vice Chief of the National Guard Bureau: Provides statutory elevation of the position of Vice Chief of the National Guard Bureau commensurate with the scope of duties, scale of responsibility, and parity of functions of this position in comparison to the other principal deputies of the members of the Joint Chiefs of Staff.
- Military Technician Modernization: Extends and enhances authority to conduct the Military Technician program under 32 U.S.C. § 709 informed by lessons learned from National Guard Bureau's (NGB) and Adjutants General's implementation of the Dual Status Technician (DST) program.
- Authorization of Dual BAH for SMs with Training Less Than 365 Days: Allows Service members (SM) attending training greater than 139 days but less than 365 to maintain their current residence while also paying for a residence at the training location, thus reducing the financial burden on SMs.
- Authority to Extend Military Technicians until Age 62: Aligns incompatible provisions that occurred when 10 USC Sec 14509 was amended to authorize NG Service members (SM) to remain Drill Status Guardsmen until age 62 (vice 60) but did not amend 10 USC Sec 14702(b) to permit dual-status military technicians to serve until age 62
- Civilian Retirement Credit for NG Service: Provides credit into the Federal civilian retirement system for National Guard (NG) members who perform full-time T32 duty. Currently, this service is excluded IAW 5 U.S.C sections 8331 & 8401.

1125 – Mr. David Batz, Cyber Mutual Assistance Program Lead Electricity Subsector Coordinating Council

- Mr. Batz briefed an overview of the U.S. electric infrastructure and highlighted the Electricity Subsector Coordinating Council's (ESCC) Cyber Mutual Assistance Program (MAP). He stated the ESCC works as a liaison between the government and industry to protect our electric infrastructure. He further noted that there is room for an enhanced relationship between the MAP and the National Guard.

1200 – Honorable Paul Stockton, Chair, Use of the Reserve Components for Homeland Defense and Support to Civil Authorities (HLD/DSCA) Subcommittee

- Hon. Stockton briefed several Homeland Defense challenges and asked what the Reserve Component will do in support of resilience. He stated new policy is necessary for Homeland Defense and utilization of the Reserve Component and stated the subcommittee will consider examples of Reserve Component support to the defense pre and post attack. He noted the subcommittee will require P&R assistance and that potential changes may involve authorities pertaining to the request for assistance process and Command-and-Control processes. He also noted challenges with adversaries' plans to disrupt our warfighting movement - "fort to port" - and that the Coast Guard Reserve will be a key asset in our response. Finally, he briefed that the Homeland Defense subcommittee will create a work plan centered around these challenges.

1225 – Ms. Mieke Eoyang, Deputy Assistant Secretary of Defense, Cyber Policy

- Ms. Eoyang stated that her office is drafting a defensive cyber strategy and that cyberspace is critical war fighting domain. She noted the Department of Defense is responsible for offense and defensive operations and that the Department's experience in this domain is changing our assumptions of operations. She went on to note that non-state actors pose a significant challenge to state actors in this new environment and that Allies and Partners are crucial. She stated that the current cyberspace operations model is active duty focused and needs a more in-depth consideration of the Reserve Component. She said we must consider how we convince the Services to leverage the Reserve Component more in cyberspace. A classified question and answer session followed.

1255 – General Daniel Hokanson, Chief, National Guard Bureau (CNGB)

- General Hokanson stated the priorities for Homeland Defense in terms of deterrence are to man, train, and equip. The National Guard is 20% of the Joint Force and our role is to fight and win our Nation's wars.

He advised that a unified command in a response to homeland defense challenges, airspace alert, and aging aircraft are all in need of modernization.

- He stated we can never do enough for resiliency which is a key goal for Homeland Defense. We need to create more survivors than victims after an attack. Allowing for self-sufficiency, such as 14 days of available food and water to survive, fills gaps and builds resiliency. National Guard capabilities exist to help folks be self-sufficient.
- In terms of critical infrastructure, prioritization is necessary to determine what is important. He added that the mindset of everything is important can lead to nothing becomes important.
- He advised there is a need for a National Guard Space Organization, and that the National Guard already has over 25 years-experience in space operations. He mentioned the same discussion was had about 15 years ago with Cyber, and that in 2020, ten States provided National Guard to cyber election protection operations.
- He stated the number one challenge for the National Guard is resourcing and funding. He also noted that Reserve and Guard challenges in a contested homeland require updated authorities. He stated that time is always of the essence and is our most valuable resource. There is an immediate need to act instead of being reactive. We cannot be late to need.
- He briefly spoke on recruiting and retention and noted that we should not make a strategic decision based upon a tactical challenge. He said he believes that Guard will rebound from the effects of COVID and that the Army has several initiatives in place to mitigate the impacts of COVID to recruiting, such as the future soldier prep course.
- We need to find a balance with personnel tempo challenge. The National Guard's motto is "Always Ready, Always There." There needs to be balance with use of the National Guard, they can be the first or only solution to everything.
- He cited the need to modernization and global interoperability as a key challenge for the National Guard. He noted the State Partnership Program is critical to global deterrence that must be sourced and expanded.
- Finally, he stated that the National Guard should be the primary means to support the defense of a contested homeland. Duty Status Reform is needed along with a holistic review of authorities, to include 12304, 502(f), and Title 32 Chapter 9.
- Mr. Vashista asked what changes to the National Guard should occur to capture our young people for service. General Hokanson stated that we have to listen to them, and we have to solicit their ideas and action them. He stated the Guard is exploring which positions are required to be in the National Capital Region and which can be executed remotely through telework due to the challenges of living in the area.

1330 – Homeland Combatant Commanders' (COCOM's) and CNGB's Panel

Facilitator: Hon Paul Stockton, Chair, Homeland Subcommittee

Panel Members:

Chief, National Guard Bureau General Daniel Hokanson, U.S. Army

Deputy Commander, U.S. Transportation Command Lieutenant General John P. Sullivan, U.S. Army

Deputy Commander, U.S. Cyber Command Lieutenant General Timothy D. Haugh, U.S. Air Force

Chief of Staff, U.S. Northern Command Rear Admiral Daniel L. Cheever, U.S. Navy

- Dr. Stockton opened the panel by asking what the members saw as the greatest threat to the homeland. This discussion remained at the classified level.
- Dr. Stockton asked if the existing processes for requesting and authorizing defense support to civil authorities are sufficient.
 - General Hokanson, CNGB, noted there are three different duty statuses for the Guard, Title 10, Title 32, and State Active Duty. There needs to be balance and we must plan ahead. With a Presidential Activation, we cannot problem solve in the midst of a disaster. There needs to be a unity of effort. The scope and scale of Homeland response operations need to be developed and the National Response Framework needs to evolve. Civil Defense organizations need to sit down and think about where our adversaries are going.
 - Rear Admiral Cheever, USNORTHCOM stated we need to get to the totality, get quickly to capacity

- to include crossing into industry. A national mob exercise will assist.
- Lieutenant General Sullivan, USTRANSCOM, stated that timely mobilization is critical. The more to the right we move, the later we are to need.
 - Lieutenant General Haugh, USCYBERCOM, stated lessons learned OCONUS and use of interagency coordination and RFAs have led to force maturation. We will need to have a clear understanding of readiness as well as SAD to understand what support is given to Governors and what may be the same ask from Federal partners. We will need to understand what is required for the Homeland and what is layered on all other requirements.
- Dr. Stockton then asked for recommendations to update policies and programs to improve utilization of the Reserve Component for mission assurance.
 - Rear Admiral Cheever noted that there is nothing NORAD/NORTHCOM can do without the Guard and Reserve. He stated some of the best trained personnel are in the RC. The question is will they be available. We may not have all the authorities needed. We operate under an RFF process, and we will need flexibility to do both DSCA and Homeland Defense.
 - General Hokanson stated that we need 12304 authority delegated to mobilize the RC without prior notice. He also stated that we should normalize mobilization, so it is not seen as an escalatory act. It will be seen as a normal part of the system, and not a change in posture.
 - General Sullivan reiterated that timely mobilization is critical. Lt Gen Haugh also noted that the speed of mobilization is crucial.
 - General Hokanson added that we need to look at our components and where they are located, stating that if it is a “fight tonight” resource, then it should be in the active component.
 - A classified question and answer period followed.

1515 – RFPB Closing Remarks

- Chairman Punaro thanked everyone for their attendance and stated that the next meeting will occur on 15 Feb 2022.

1530 – Meeting Adjourned



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