



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

Tuesday and Wednesday, May 9 – 10, 2023

Open Session Location: Capitol Visitor Center and The American Legion

**CLEARED
For Open Publication**

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Department of Defense
OFFICE OF PUBLICATION AND SECURITY REVIEW

Members Present

1. Major General (Ret.) Arnold Punaro, U.S. Marine Corps Reserve, Chair - Reserve Forces Policy Board (RFPB)
2. Major General John B. Hashem, U.S. Army Reserve, Military Executive - RFPB (Non-voting)
3. Rear Admiral Miriam L. Lafferty, U.S. Coast Guard Reserve
4. Major General Haldane B. Lamberton, Army National Guard
5. Rear Admiral Eric C. Ruttenberg, U.S. Navy Reserve
6. Mr. Carlos E. Martinez, Brigadier General (Ret), U.S. Air Force Reserve
7. Ms. Michelle M. Lenihan, Executive, Hakluyt & Company
8. Ms. Kathy G. Roth-Douquet, CEO, Blue Star Families
9. Mr. John F. Sampa, Command Sergeant Major (Ret) Army National Guard
10. Ms. Phyllis J. Wilson, President, Women in Military Service for America Memorial Foundation
11. Mr. Atul Vashistha, CEO and Founder of Supply Wisdom
12. Honorable Debra Wada, CEO and Founder of Senshi Ame Advisors LLC

Invited Guests

13. Representative James Moylan, R-Guam
14. Representative Rob Wittman, R-Virginia-1
15. Mr. Judd Lyons, Deputy Assistant Secretary of Defense for Reserve Integration
16. Mr. Grier Martin, Assistant Secretary of Defense Manpower & Reserve Affairs
17. Vice Admiral John B. Mustin, Chief Navy Reserve
18. Major General Anne Gunter, Special Assistant to CAFR for Space, HQ U.S. Air Force Reserve
19. Major General April Vogel, Director for the Office of Legislative Liaison, National Guard Bureau
20. Major General Deborah Kotulich, Army Headquarters G-9, U.S. Army Reserve
21. Major General Alex Fink, Chief of Army Enterprise Marketing, U.S. Army Reserve
22. Brigadier General Lisa Craig, Air Force Recruiting Service, U.S. Air Force Reserve
23. Brigadier General (Ret) J. Roy Robinson, National Guard Association of America
24. Mr. Matt Schwartzman, Reserve Organization of America
25. Dr. Jessica Strong, Blue Star Families
26. Mr. Mark Belinsky, Military Officers Association of America
27. Ms. Allison DeVito, SAF/LL, U.S. Air Force
28. Mr. Anson Smith, Deputy G1, National Guard Bureau
29. Lieutenant Colonel Joshua Koncar, Army Reserve Legislative Affairs, U.S. Army Reserve
30. Captain Eric Johnson, Office of the Chief of Navy Reserve, U.S. Navy
31. Ms. Phyllis Wilson, Women in Military Service
32. Colonel Jeffrey Morgan, Chief of Staff, U.S. Marine Corps Recruiting Command
33. Colonel Andrew Bishop, Chief-Strength Maintenance Division, Army National Guard
34. Colonel Anthony Pasquale, Division Chief-Recruiting and Retention, Air National Guard
35. Captain David Neal, Navy Recruiting Reserve Command, U.S. Navy
36. Captain Richter Tipton, Coast Guard Recruiting Command, U.S. Coast Guard

37. Ms. Elizabeth Foster, Office of Diversity, Equity, and Inclusion, DoD
38. Mr. Jeff Steel, Assistant Director for National Security, The American Legion
39. Rob Waisanen, Military Legislative Assistant, Senator Jacklyn Rosen, D-Nevada
40. Daniel Bleiberg, Senior Policy Advisor, Senator Jacklyn Rosen, D-Nevada
41. Hannan Schwartz, Military Legislative Assistant, Senator Shelley Capito, R-West Virginia
42. Rich Bowman, Fellow, Representative Young Kim, R-California-40
43. Lucy Perkins, Military Legislative Assistant, Senator Tammy Baldwin, D-Wisconsin
44. Melissa Bateman, Congressional Fellow, Senator Tammy Baldwin, D-Wisconsin
45. Erin Scanlon, Military Legislative Assistant, Representative Nancy Mace, R-South Carolina-1
46. Rebecca Gansca, National Security Advisor, Senator Mazie Hirono, D-Hawaii
47. Tyler Hagedorn, Military Legislative Assistant, Senator Mazie Hirono, D-Hawaii
48. Joy Craig, Military Legislative Assistant, Senator Macie Hirono, D-Hawaii

RFPB Staff

49. Sergeant Major Stuart Coupe, U.S. Army Reserve
50. Colonel Julia Hunt, USMCR, Chief of Staff
51. Colonel Sean Counihan, USAR
52. Colonel Richard Sudder, ARNG, Designated Federal Officer
53. Colonel Gary Beckett, USAFR
54. Colonel Manaal Burge, ANG
55. Captain DeWuan Booker, USNR
56. Lieutenant Colonel Stephen Hedger, USAR
57. Lieutenant Commander Daniel Sweeney, USCGR
58. Ms. Margaret Odhiambo, Executive Assistant

The RFPB Fellows Society/Alumni

59. MajGen Larry Taylor (Ret)

Other Guests

60. Col Reyes Rivas, USMCR, OSD-RI
61. COL Jim Hogan, USAFR, OSD-RI
62. CAPT Rebecca Drew, Coast Guard Reserve
63. COL Jeremy Bukowczyk, OSD-RI
64. Ms. Christina Trader, Executive Officer, OSD-RI
65. Ms. Alyson Brannan, National Guard Bureau
66. Mr. Charlie Young, General Counsel, National Guard Bureau
67. Mr. Michael Petring, Director J52, National Guard Bureau
68. COL Brandye Williams, National Guard Bureau
69. Ms. Marrisa Stigerwalt, National Guard Bureau
70. LTC Eddie Ahn, General Counsel Office, National Guard Bureau
71. Mr. Jeremy Bedford, General Counsel Office, National Guard Bureau
72. COL Franklin Jones, Chief of Strategy, Director of Army National Guard
73. Capt Jeffrey Clarke, National Guard Bureau
74. SGM Michael Spaulding, National Guard Bureau
75. Jonathan Wallaca, Legislative Liaison, National Guard Bureau
76. Lt Col Ellie Smith, USAF, OSD-Legislative Liaison

77. Mr. Scott Andersen, Army National Guard
78. MSG Crystal Ramirez, U.S. Army Reserve
79. Mr. Scott Sharp, G-3/5/7 Army National Guard
80. Mr. Richard Rico, Director Space Guard
81. Col Charles Johnson, AF/REI
82. MSgt Jade Lundy, AFR/RE
83. Col Marc Henri, SAF/MRR
84. LtCol Tamara Megow-Jones, USMCR, HQMC-M&RA
85. LTC Matthew Goodwin, Manpower and Personnel, JS-J1
86. Mr. Ryan Rogers, AF-DSI
87. Lt Col Tameka Alderman, AF-DSI
88. Mr. Stephen Burris, Joint Reserve Office, U.S. Special Operations Command
89. CDR Keedah Ray, Executive Officer, U.S. Coast Guard Reserve
90. Brig Gen Samuel Keener, NGB Space
91. Mr. Ron Bogle, Chair-ESGR
92. CAPT Jonathon Townsend, Director-ESGR
93. Ms. Marie Obiekwe, ESGR
94. CAPT Al Concepcion, USNR, ASN, M&RA
95. LCDR Stacy Kulczewski, ASN, M&RA
96. CDR Jesse-LaRou Walsh, OCNR
97. Ricardo Aponte, HVLA
98. Ms. Kuah Freeman, NGB-J55
99. COL (Ret.) Mike Hadley, NGAUS
100. LtCol Justin Owens, USMCR, Marine Forces Reserve
101. Karl Sadulkpue, HQDA
102. Mr. Andrew Ryan, Dir of Strategic Communications, Marine Forces Reserve

**The Reserve Forces Policy Board held its May Quarterly Meeting in open session in
Washington D.C., at The Capitol Visitors Center on May 9, 2023, and
The American Legion Headquarters on May 10, 2023**

****Start of Meeting****

0830 - Open Session Opening Comments

Major General John Hashem, Military Executive

- MG Hashem welcomed the attendees and thanked them for their support of the RFPB. He then turned over remarks to the Designated Federal Officer.

Colonel Richard Sudder, ARNG, Designated Federal Officer

- COL Richard Sudder introduced himself as the Designated Federal Officer, called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the USD 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 written requests to the Board.

Major General Arnold Punaro, USMCR (Ret), Chair, RFPB

- Chair Arnold Punaro administratively opened the Board to conduct required business. He welcomed members, staff, and invited guests. He also asked if anyone wished to address the board; no persons came forward.
- Chair Arnold Punaro offered the opportunity for comments to VADM John Mustin, Chief of Navy Reserve, and Maj Gen Anne Gunter, Special Assistant to the Chief of Air Force Reserve for Reserve Space Personnel Policy and Integration, who both expressed support for the work the RFPB is doing in looking at possible recommendations in support of recruiting and retention efforts for the Reserve Component.
- VADM John Mustin called the recruiting and retention issue an existential threat to national security, and Maj Gen Anne Gunter pointed out that permeability is necessary for retention.

Mr. Judd Lyons, Deputy Assistant Secretary of Defense – Reserve Integration

- Mr. Judd Lyons provided the Board and attendees with an overview of the Reserve Integration (RI) directorate. He discussed the status of the RFPB's recommendation to SecDef to publish a new Total Force Policy (approved by the Board during the February 2023 Quarterly meeting), describing the recommendations to address resourcing, authorities, readiness, and modernization.
- He stated that the National Declaration of Emergency for COVID ended April 10, 2023 which terminated the 12302 involuntary activation authority for southwest border support. However, a new Executive Order was signed April 27, 2023 authorizing 12302 involuntary activation authority in support of the Department of Homeland Security drug trafficking prevention mission. SecDef can use RC capabilities, but as of this date the AC capabilities were in use.
- Mr. Lyons reported that the Reserve Component Chiefs Quarterly Meeting will be held next month.
- Also, he reported RI recently received the initial summary of an FFRDC study on employers of RC members. That executive summary will be provided to the RC Chiefs at that quarterly meeting, and

he offered to provide it to the RFPB. He also reported that there is an Army-funded study on Full-Time support to the Guard & Reserve on-going right now.

Q & A

Ms. Phyllis Wilson: Asked about the newly hired Chief Talent Management Officer (CTMO) in OSD-P&R, and what that role will look like?

Mr. Judd Lyons: Indicated he has not yet held an initial meeting with CTMO but understands that the CTMO will report directly to Undersecretary Cisneros and will be focused on the Total Force including civilian personnel. As such, there will be coordination across RI, Military Personnel Policy (MPP), and Civilian Personnel (CivPers).

0930 – 1000 Reserve Organization of America, Mr. Matt Schwartzman

- Mr. Schwartzman stated that for 100 years, the Reserve Organization of America (ROA) has promoted the business of readiness, which equates to personnel, equipment interoperability, and permeability with joint forces and allies. He stated patriotic preparedness promotes peace and that the ROA has relentlessly promoted legislation to provide toxic exposure relief to more than three million veterans. To exemplify this point, he stated Major General (Ret) Jeff Phillips, Executive Director of the ROA, slept on the Capitol steps with veterans to promote awareness during the toxic legislation.
- He stated that the ROA seeks to achieve four key objectives: (1) Execute the National Defense Strategy; (2) Posture the RC independently and synchronized with the active duty; (3) Value the dual career path; and (4) Eliminate systematic disparity in benefits between components.
- The Healthcare for our Troops Act is a high priority for the ROA with the 118th Congress. The ROA is an advocate for DoD to deliver no-cost medical and dental. Healthcare for all service members is a readiness requirement. It would provide the necessary readiness to rapidly deploy and as an eventual cost savings measure and strategic investment. It would increase the health readiness with less medical evacuations and more time training. The ROA is in lock step with the National Guard Bureau on this issue. It is also a recruiting and retention tool.
- Mr. Schwartzman exemplified ROA's support of the RFPB and the 2008 NGR&R commission recommendations on Duty Status Reform and the consolidation of 32 duty statuses to four. Duty Status Reform is now held up at OMB with 485 technical corrections. ROA recommends a task force is assigned to 118th Congress to rectify the technical corrections.
- ROA is working with employers to vet current USERRA, and asking if it is aligned with an Operational Reserve, should it be extended to military spouses?
- Military Family: ROA believes you recruit service members, but you retain military families. ROA is looking to expand the Military Spouse Hiring Act to RC spouses.
- Tax Credit: ROA supports the Recruit Act that increases when a member mobilizes, providing tax incentives to small employers for hiring RC members.
- Space Force: ROA is looking to see a Space RC with component equity.

Q & A

RADM Eric Ruttenberg: We look at cost but also the ability to get seen by the doctors. We currently

have issues getting the AC seen. What happens when we add the RC? When is this a detriment to the AC receiving health care?

Mr. Matt Schwartzman: ROA works with MOA to ensure access to all, there is a paradigm shift on care delivery for example pushing retirees to civilian providers but do not have the answer on the impact to the AC, but we don't want to be a detriment to AC care.

Ms. Kathy Roth-Douquet: Many spouses must travel 70+ miles to get someone that takes Tricare due to low reimbursement rates and DHA.

Mr. Matt Schwartzman: Yes, there is a nationwide healthcare shortage.

Chair Arnold Punaro: What is DoD stance on healthcare?

Mr. Matt Schwartzman: DoD has concerns on the money. ROA does not see it just as a cost issue, but more a long-term return on investment on readiness and operability. There needs to be a feasibility study and CBO score. There are budgetary constraints. While cost is a main concern, there are also issues with continuing resolutions and funding at 2022 levels. The ROA has concerns with that and on the timing of funding.

Chair Arnold Punaro: How does it relate to Tricare Reserve Select?

Mr. Matt Schwartzman: We've seen a decrease in enrollment. While TRS is a viable option, it's popularity is decreasing due to cost increases. There is a 70,000 decrease in enrollees of Tricare Reserve Select. Healthcare for Troops provides a path forward.

Major General John Hashem: I wonder if Services may not be promoting TRS, and zero cost healthcare is a tough pill to swallow since for the Active Component, healthcare is not free for dependents, they have co-pays. We will need more information.

Mr. Matt Schwartzman: There is no way to get around immediate cost. We need to frame this around readiness and interoperability. RAND reports that in recent wars, the Reserve Component as an operational reserve, deployed as 45% of the Total Force versus during Vietnam which was a 90% AC war. Yet only 54% of the Total Force is medically ready, which is a decrease in the percentage of the Total Force that is medically ready.

Chair Arnold Punaro: 54% jumps out; we heard about 1 million of the Guard and Reserve deployed, maybe not all deployed for OIF or OEF, but they did deploy to Germany and Korea. There is no question that 1 million Guard and Reserve Soldiers were deployed. Yet, the Reserve Component does not accrue medical and retirement benefits as the Active Component. The RFPB supports DSR, and the National Guard killed it one year, the Department of Veterans Affairs another year. Now, it's held up at OMB. This needs to clear through OMB.

Ms. Kathy Roth-Douquet: What about childcare access?

Mr. Matt Schwartzman: The Air Force has a pilot program that provides fee assistance to members, most

talk is centered on Child Development Center improvement, and we are exploring RC centric options for affordable care.

Ms. Michelle Lenihan: How much headwind are you getting on achieving this year's priorities?

Mr. Matt Schwartzman: Congress is better than what you see on TV. For example, with the CHIPS Act, for domestic microchip production, there was bipartisan support. The ROA does not engage in partisanship, we engage both parties in taking care of vets.

Ms. Michelle Lenihan: What are your challenges?

Mr. Matt Schwartzman: Budget rules changing from pay as you go to cut as you go. We may see a desire to cut costs this year and we anticipate a 10% budget cut bill from the Senate and House. We must convince them that this is an investment in our troops and our National Security.

Ms. Phyllis Wilson: Regarding Healthcare, I am curious if the study has looked at the value added for employers when they hire Guard and RC who already have healthcare coverage? As a business owner I save a lot when someone already has coverage.

Mr. Matt Schwartzman: Since the Affordable Care Act passed there is a complicated relationship with employers and employees healthcare coverage. Employers may not cover 100% of the healthcare costs, and then the burden is on the government healthcare. The ROA believes hiring military personnel adds many valuable propositions to the civilian workforce, such as leadership and skills. The ROA strongly supports the Recruit Act.

Mr. Carlos Martinez: Going back to the 1 million mobilizations versus deployments number. The number of who deployed and those who mobilized are not the same. This needs to be looked at and a definition of what is a mobilization versus a deployment.

Chair Arnold Punaro: I agree, this requires further discussion. This reminds me of when senior leaders believed that the Guard and Reserve did not perform as well as the Active Component. We went to IDA and commissioned a study that found that the Reserve Component did perform as well and deployed on time.

Mr. Judd Lyons: The one million number possibly includes the same people who deployed or mobilized multiple times.

RADM Eric Ruttenberg: Regarding medical coverage and access, there is an Inspector General report on healthcare coverage in INDOPACOM? Today, I can't access a dentist on active duty because there are not enough Active Component dentists and medical professionals.

Mr. Matt Schwartzman: This is an issue, and one that we are working with MOAA on.

RADM Eric Ruttenberg: This appears to be an issue that is systemic across the Services.

Major General John Hashem: The National Capitol Region is no different. Here, we routinely wait two

months for an appointment, and there are reports that the Department Health Agency (DHA) is pushing retirees to the civilian providers because of minimized access to care.

Ms. Kathy Roth-Douquet: If DHA plans to push out individuals to civilian health care, then maybe we want to have DHA come and speak to us?

Mr. Matt Schwartzman: We see that there is lack of workforce across the board. There should be a public awareness program to entice a shift of the workforce to the medical field and services.

Major General John Hashem: We should work with ROA and other organizations on this issue.

Mr. Matt Schwartzman: Thank you for inviting me to speak at the Reserve Forces Policy Board. I am looking forward to honoring the RFPB's 70th Anniversary.

1000 – 1030 National Guard Association of the United States, Brig Gen (Ret) J. Roy Robinson

- Brig Gen (Ret) Robinson thanked Chair Punaro and the Reserve Forces Policy Board for inviting him to speak at the RFPB Quarterly Meeting. He stated he enjoyed the earlier discussion on health care from the Board and ROA and stated we need to figure out how all service members can be covered under Tricare.
- He stated there are 60,000 members of the National Guard that have no health care coverage. During the nation's COVID response, National Guard members were mobilized and working on the front lines without any health care coverage. Many of these members were called up on orders for 30 days which prevented them from having health care coverage due to mobilization authorities. Once this issue was raised, DoD ultimately changed the orders to place service members under proper authorities, so they gained health care coverage.
- Brig Gen (Ret) Robinson stated that NGAUS supports health care coverage for our service members who defend our nation, and NGAUS is not asking for coverage for families.
- Chair Arnold Punaro asked whether having a new health care structure is needed so that members can respond to a call to serve?
- Brig Gen (Ret) Robinson responded that most Reserve Component members pay a co-pay and deductibles for their health care whereas active-duty members do not. Yet, we are all one force. When a reservist under Tricare Reserve Select is mobilized, they are dropped out of the system and they and their families need to find new doctors and new medical professionals. He stated that OMB has estimated that \$750 million is needed to fund Tricare for All. When Reserves are mobilized, the costs paid to get them the medical and dental process is unbelievable. In addition, there are hidden costs from training delays when they are taken out of training to get through the medical process. Mr. Robinson provided an example of discussions he had with soldiers about medical readiness and fitness to serve. He stated that the soldiers very much would like to take care of their medical issues, however, they just can't afford the health care premiums to get their medical issues fixed.
- He further stated that it is a different world out in the 54 States and Territories than the one in Washington D.C. He asked rhetorically, if there are any other readiness requirements to serve that we ask our service members to pay for? Then, he answered "no, there is no other readiness requirement other than uniforms." However, with uniforms, officers are initially reimbursed, and enlisted uniforms are for free.
- Brig Gen (Ret) Robinson stated it is frustrating that the problem with 60,000 Guard members

without healthcare still exists. He stated with the cost of \$700 million for healthcare in an \$800 billion budget, that it becomes a policy issue. Additionally, when Active Component service members transition to the Reserve Component, DoD retains the initial investment from training in the service member and retains the service member's services. Service members not medical ready because of a lack of health care is a D.C. problem that needs to be fixed. NGAUS has asked to get medical costs for screening in the National Guard, but there are very few doctors and nurses in uniform now and these services now need to be contracted out. A better solution would be if we could have a medical ready force on Day 1. If this were to happen, DoD's investment costs would be offset within the next 3-5 years from the costs currently paid for medical readiness.

- Brig Gen (Ret) Robinson also discussed another issue with federal recognition on the Army side. Before the Reserve Officer Personnel Management Act (ROPMA), a service member's promotion would take between 4-5 months for scrolling but the service member would get back pay to the date of their promotion board. Today, promotions take almost a year. ROPMA was supposed to cure the promotion delay and backpay issue, as promotions were required to be completed within 30 or 40 days. The current process that was supposed to fix the issue now needs to be fixed and DoD needs to think about this through a recruiting and retention lens. When it takes a year to promote, individuals will leave military service.
- Another issue Brig Gen (Ret) Robinson discussed was retirement pay. It takes several months after retirement for service members to receive retirement orders and thereafter receive a retirement check and then gain medical benefits. The Army needs to think about how this affects an individual's desire to serve. This is not an issue on the Air Force side, but it is a big problem on the Army side. The DoD policy is that Active Component service members receive priority in the retirement process, and COMPOS 2 and 3 are the second priority. He stated he heard one solution to this issue is through increased manning. However, the prioritization has not changed.
- Brig Gen (Ret) Robinson then discussed equipping and modernization issues. There has been some good success in equipping all components in a similar fashion, which some credit is due to the RFPB. From a recent Future Command briefing on Modernization of the Army, the Army is investing to divest, and are investing in the newest technology before they divest equipment. However, the Air National Guard approach is to divest to invest, by eliminating platforms in order to increase funding. In closing, Brig Gen (Ret) Robinson stated that he is feeling good about the discussion on Tricare today, and that there is momentum moving forward.

Q & A

Chair Arnold Punaro: The Chair stated that he believes "Divest to Invest" doesn't make much sense. The Chair then asked the Board if they had any questions.

Major General Haldane Lamberton: Maj Gen Lamberton stated that General Charles Q. Brown, in line for the next Chairman of the Joint Chiefs, discussed in his capacity as the Chief of Staff for the Air Force that when sending COMPOS 2 and 3, the Guard is more expensive. What does NGAUS think about this statement and the costs of the Guard and Reserves?

Brig. Gen. (Ret) Robinson: What General Brown mentioned about the Guard's expenses was nuanced. He stated that a Guard Wing is just as effective and costs about the same as an Active Component Wing when the Guard is actually flying. However, a Guard Wing is not as expensive when they are at rest. The Army National Guard is about 50% of the combat force but at only 10% of the budget. When activated, the Army Guard is as costly as the Active Component, but if anyone says that the Guard is as

expensive as an Active Component Wing or unit, they are just ill-informed.

Chair Arnold Punaro: In 2013, the RFPB published a Fully Burdened Life Cycle Cost report. This was in response to former Secretary Leon Panetta asking why the Guard and Reserve is more expensive than the Active Component. The RFPB recommended CAPE include fully burdened life cycle cost for the Reserve and Active Components. Chair Punaro stated he asked Sec. Panetta that when 700,000 Guard and Reserve members at that time were mobilized, how many hospitals, community centers, housing, or schools were built. DoD didn't build any of these for the mobilizations. They did not have any sunk costs. Also, the Reserve Component does not accrue retirement benefits the same as the Active Component, so DoD does not pay as much into the retirement account for Reserve Component. Finally, there was an agreement that CAPE would conduct fully-burdened costs analysis. However, now CAPE says the fully-burdened costs of a reserve member is too hard to calculate.

Mr. John Sampa: Referring to the discussions of healthcare costs, National Guard members must travel off base to get healthcare. In the Reserve Component, members often travel up to, and sometimes more, than 100 miles for healthcare and they are just happy to have healthcare. In the Active Component, members are used to convenience because everything is on post. Also, the Guard and Reserve members pay to wear the uniform, they pay for lodging, pay for increased costs associated with travel to drill. When they get to retirement, they typically do not get retirement pay until 2-3 months later. When they talk to DFAS, they say everything is fine, it's in progress, and they say to call back in a month. Reserve members rely on retirement pay, and there are many others who never received retirement pay because they passed away before retirement. Lastly, equipping is not just an officer issue, it is an enlisted issue. Without proper equipment, enlisted soldiers who maintain the equipment are not receiving adequate training because they do not have the proper equipment to maintain.

Major General John Hashem: The benefit disparity is often seen within with Defense Support to Civilian Authority mission sets. Both Active Component and Reserve Component service members serve on the same DSCA missions, yet service members on Title 10 orders who are injured are covered. With a similar injury to a National Guard member, that member, in some states, will have to apply for worker's compensation. Can you address this?

Brig Gen (Ret) Robinson: This is a great question. It is because of different statuses. A National Guard member on State Active-Duty status is not offered healthcare benefits through Tricare. Some states are passing legislation, such as Maryland did, that provide coverage for service members regardless of status. Soldiers and Airmen do not get a choice of what status they are mobilized under, they just answer the call of duty. We need to figure out how to deal with the healthcare issue and Washington D.C. needs to understand this.

1030 – 1100 Blue Star Families, Dr. Jessica Strong

- Dr. Jessica Strong introduced herself and stated the Blue Star Families organization as a non-profit organization representing all military members. With more than 150,000 members in its network, including Chapters and communities all over the world, Blue Star Families touches more than 1.5 million military family members every year. Blue Star initiatives are based on four pillars: Listen, Share, Partner, and Act. Through research projects, Blue Star tells the stories of what military families are experiencing.
- She stated Blue Star launched its Support Circles Upstream Solution to Crisis, a peer-based, non-

clinical, cohort program, designed for Veteran supporters, who are concerned about a Veteran in their lives who may be at risk of suicide.

- Dr. Strong explained that Blue Star research projects involve the unique challenges facing military families. One such research project was the Military Family Lifestyle Survey with Syracuse University. It is the largest and most comprehensive survey of active-duty, National Guard, and Reserve service members, Veterans, and their families, with over 9,000 participants.
- She stated the Blue Star's Policy Priorities are informed by our research and we draw on recommendations from our research. The intent is to elevate innovative solutions to military life challenges centered on overarching objectives: (1) ensure military families are not a disadvantage from military service; (2) sustain the All-Volunteer Force through resilient and inclusive family policies; (3) enable and empower stronger civil-military relations; and (4) improve use of data collection, use and understanding.
- Based on its research, the top concerns facing military families are: (1) impacts of time away during mobilizations; (2) access to health care; (3) access to mental health care; and (4) access to resources.
- Dr. Strong referenced the discussions from today on recruiting and retention and stated that two of Blue Star Families policies and research projects involving Quality of Life and Harassment are directly linked to recruiting and retention issues. She also recommended that improving health care – year-round health care coverage – will improve recruiting. A large majority of Reserve and National Guard do not regularly receive routine health care. And when they do, there is erroneous medical bills to resolve, and gaps in coverage when mobilized.

Q & A

Ms. Kathy Roth-Douquet: This needs a call to action to raise awareness. Oftentimes, the Blue Star Families see less participation in these programs from the Guard and Reserve because they do not know about them.

Chair Arnold Punaro: According to some statistics, the military does not have a problem with retention. How does today's environment affect military families?

Dr. Jessica Strong: Service members are the military ambassadors, and their tradition of service may be interrupted with today's society. Less of the population has served in the military and in today's generation there are less serving.

Ms. Kathy Roth-Douquet: Today, we are seeing a decrease in recommendations of service in the military from generation to generation.

Ms. Michelle Lenihan: Regarding healthcare, how is telehealth viewed and is it effective?

Dr. Jessica Strong: We are seeing that people are open to telehealth and do use telehealth as an ancillary support. However, telehealth is not a replacement to in-person healthcare when a person needs to see a doctor. Also, there is still a stigma in mental health and people do not access it, but the stigma is decreasing.

Major General Haldane Lamberton: At the state level, how does Blue Star interact like it would at the national level?

Ms. Kathy Roth-Douquet: Blue Star has 13 chapters that interact with state Guard and Reservists, but it varies by state. Also, Blue Star sees that funding from the National level mostly supports service members on active duty and there are not enough resources for the Guard and Reserve.

1100 – 1130 Military Officers Association of America, Mr. Mark Belinsky

- Mr. Mark Belinsky introduced himself and then began by discussing MOAA's priorities which were:
- Advocating for military and their families. The organization was formed in 1949 – out of grave concern for recruiting and retention after the war. Six months later there was a task force to stop the Korea advance.
- This year marks the 50th anniversary of the All-Volunteer Force – but instead of a celebration this is a crisis – we have a recruiting crisis. He emphasized that the Total Force can't afford to have a recruiting and retention crisis, and there is more of a recruiting issue than there is a retention issue.
- He spoke of the need to protect quality of life of members, retirees, and surviving spouses. This affects the next generation. 83% of recruits come from military families. The current trend is that military families are less likely to recommend their children join the service.
- He answered the implied question - Why aren't they recommending? They have concerns over medical care, there is a perspective that the military isn't a good value proposition. They also have a decreased propensity to serve and there is a reduced desire to serve that was developed by a lack of trust and lack of accountability for misconduct in the past.
- In order to administratively function within the structure, we need to be wired tight. However, an independent review study shows that where administrative functions were not adequately manned it became a negative reflection on the service - for example, there is no one to call when there is a pay problem.
- This is a Total Force problem which plays out for influencers. He noted it is a solvable problem with manpower and other resources. To solve this and prevent a hollow force, DoD needs to make some decisions regarding force structure. It still needs to be functional and deployable.
- He shared an anecdote about a hometown with an armory heritage. When the armory was shut down, large families of recruits no longer joined. Consideration can be given to moving these recruiting stations. Despite these challenges – there have been recent successes.
- The Army Future Soldier prep program is successful. Another area that needs to be addressed is Talent Management. It would be beneficial to make it easier to move from Active to Reserve components. The U.S. Coast Guard uses Talent Management and identified a gap for mid-grade female officer retention. To solve the challenge, when mid-grade females were pulled out for maternity leave the personnel process activated Reserve personnel to "maternity backfill." That appears to be a successful solution.
- Childcare is also a concern for recruiting and retention, especially for dual service members. Some of the programs like "My Child Care Aware" or in-home care – requires administrative support.
- Another deterrent is the operational tempo. The DoD should better preserve the Guard against OPSTEMPO as high as it was for the surge in Iraq and Afghanistan. We can't sustain that tempo without the Guard and Reserve. This has a cost. The Reserve Component also fills requests for forces to the southern border – and Europe and Pacific – The RC can't say "yes" to everything.
- These challenges may necessitate force structure changes.

Q & A

Chair Arnold Punaro: In your interactions with Congress – We always have service members in Congress, but much fewer now than before, what are your thoughts/solutions?

Mr. Mark Belinsky: We are at 18%, up 1% from last year. There is support from these members – there is a new panel for Quality of Life run by Rep Bacon. There is awareness of the panel and the Quadrennial Review of Military Compensation (QRMC) which may have differing points, but the members have direct feedback from their constituents. There will be reliance on this panel and HASC and SASC to make changes – there may be resistance to change, and support to the “institution.” When the Comptroller was asked, what do we tell them about cost? Personnel costs are about 1/3 of the budget. But look at the difference of our All-Volunteer Force in comparison to conscripts in Ukraine, etc. They are worth every penny!

Ms. Phyllis Wilson: Mark and I have worked together on who can be buried at Arlington. Women were not typically in billets affording Silver Star, nor are submariners, etc. With the upcoming restrictions, Arlington in the future will likely be a ground force cemetery- what are your thoughts on the future of Arlington Cemetery?

Mr. Mark Belinsky: The plan is how to get to Arlington Cemetery well into the future. So, the criteria has taken hold in lawmaking – but we are looking at expanding America’s National Cemetery Act and designating the next national cemetery. We are working with them to figure it out. Now’s not the time to disenfranchise Vietnam vets or women as this could affect recruiting and retention; this is a long-term solution. Continue the military honors in a different location. But Arlington matters for people now – we need to continue honoring this level of benefits.

Ms. Phyllis Wilson: How long will it last at current benefits (with the expansion project)?

Mr. Mark Belinsky: 41 years.

Mr. Carlos Martinez: I disagree with comment that we have a recruiting issue but not a retention issue. For example, Hispanics are not being retained longer term – thus not getting to higher levels.

Ms. Kathy Roth-Douquet: I echo Charlie Martinez’s sentiment. Blue Star families has done some studies and seen that retention of Hispanic, and some other minorities and women, is lower due to experiences in the communities that they are stationed.

Mr. Mark Belinsky: JAMRS data shows that members don’t want their life to be on hold. Military service is viewed as part of the greater good, but requires them to put life on hold while quality of life is decreased (water quality, base housing, misconduct, childcare availability). Getting after this framework will change the value proposition. Having the ability to move from component to component will help. But our industrial age personnel system is not there yet.

MG Haldane Lamberton: I was struck by your OPTEMPO comment – discussing OPTEMPO also takes perspective. People come in with the idea that they will deploy. We don’t want to say that we are over-deployed. When discussing OPTEMPO we need to be careful because members feel a sense of purpose on these deployments.

1130 – 1230 Guard and Reserve Legislative Liaison Updates:

SES Allison DeVito USAF / Maj Gen April Vogel NGB / LTC Joshua Koncar USAR / CAPT Eric Johnson, USNR

Major General April Vogel, National Guard Bureau - briefed NGB's priorities on People, Readiness, Modernization & Reform:

- **People:** General Hokanson's focus on the National Guard military technician program requires modernizing existing law to make the program more appealing and increase retention. The General Counsel, Mr. Charles Young has handled the lion's share of educating OMB on the technician program. The technician program is a huge part of retention for the National Guard. The MILTECH program is waiting at OMB. The MILTECH program needs alignment of authorities. MILTECHs can serve to age 62, but you need both civilian and military status.
- **Readiness:** Education is the focus, educating Congress on the NG's cyber role. Cyber plays a huge role in space and it is important to educate Congress and the people about the number of National Guard personnel in Space and Cyber.
- Lt Gen Michael Loh, Director-Air National Guard, talks about the number of fighter squadrons in the Air Force and that there is a large percentage of those in the Air National Guard. They are a large percentage of the mission, so they need modernization.
- **Reform:** Duty Status Reform (DSR) is a top priority for the National Guard. The hurdle with DSR is figuring out how to get there. It is a big legislation and there are concerns on how to pay for it. Also, elevating the Vice-Chair, NGB, to 4-star. The vice chairs provide advice and inform the President. The NGB Vice-Chair should be the same grade as peers.
- **Focus on Legislation Proposals for FY24:**
 - State reimbursement for equipment maintenance. The reimbursements go to the Treasury. It needs to go back to DoD and then back to the States for maintenance and equipping.
 - Dual BAH. Singles soldiers do not have it but should when TDY for professional education.
 - Allow CWO and officers to go in the ING = retention
 - Adjust mandatory retirement age to 62 to align technicians RC retirement with GS retirement age.

Ms. Allison DeVito, U.S. Air Force Reserve:

- Most significant legislative effort is the Space Force Personnel Act. She has had 34 hearings in front of Congressional sub-committees this year on this topic.
- She discussed recruiting and retention root causes, long term challenges, and awareness of opportunities.
- She highlighted the "Negative Narrative" affecting recruiting, which shows service members as wounded warriors, in need of charity, or working for poor leaders. She stated that our narrative should be opportunity to serve in the community.
- She invites Congress to communicate with constituents about the Guard and Reserve.
- She stated the Space force Management Act on track for this cycle.

CAPT Eric Johnson USNR:

- He stated the number one Reserve Component proposal is Duty Status Reform.

- He also highlighted bonus parity for AGR/TAR officers is a priority, working to align bonuses with AC rather than SELRES, and stated it will align in special duty pay. Bonus caps are currently aligned with SELRES caps.
- He noted end strength variations limits were waived during GWOT, but are now returning. Currently the smallest population has the strictest variance limits, and they are looking for statutory relief.

LTC Joshua Koncar, U.S. Army Reserve:

- AC to RC promotion transfer is an issue and ties to recruiting and retention, and USAR would like to see promotions transfer across components.
- They are looking to award retirement points for correspondence course completion. He expanded by stating some of the longer PME's currently aren't covered by drill periods, so members are forced to complete requirements on their own time.
- He also noted that the Army Reserve is looking at a longer retention (up to 40 years) for critical skill sets.
- LTC Koncar then discussed FY25 Mobilization reform and issues with 12304b delays to Tricare early notification.
- He advocated for reimbursement of RC ADOS from DIA or combatant command when a member does a tour of duty with them.
- Finally, he called for modernization of the RC income replacement plan, which will give members the ability to get pay gap covered by USAR when employers fail to do so.

Q & A

Chair Arnold Punaro: Duty Status Reform (DSR) has received terrific support at DoD and it is now stuck at OMB. Have you had an opportunity to talk with Congressional Staff at the HASC and SASC?

Major General April Vogel: We have not yet spoken directly to them, but we are eagerly waiting for the opportunity to get to the Hill.

Ms. Allison DeVito: Yes, and similar experience with DSR. Also, we are focused on Space Force legislation.

CAPT Eric Johnson: We are seeing that people are getting tired waiting for DSR to happen.

Chair Arnold Punaro: OMB is worried they may add a benefit that they do not like. DoD is working hard with OMB. I am sure that Congress can figure it out.

Major General April Vogel: As General Hokanson stated before, DSR is both status and benefits. Without benefits only half the problem is addressed.

Major General Haldane Lamberton: Have you addressed the nexus and cyber capability gaps with the DHS and CISA world? What sort of response or support are we getting with regards to cyber capabilities?

Major General April Vogel: With critical infrastructure protection and shortfalls, we (DoD) exist in Title 10 and when we execute, the benefit of our support is not known. We look at cyber from a DoD lens and whether we have a requirement. If there is not a Title 10 mission set, then we may not be the best solution.

Major General Haldane Lamberton: Has DHS or CISA asked for Title 10 support?

Major General April Vogel: We have through NITRO, which has had success. Yet, we need to ask, "where does the requirement lie," and if it is under Title 10 Army and Air Force.

1230 – 1330 Subcommittees Administration Time/Lunch

1330 – 1400 Military Women's Memorial (MWM), Ms. Phyllis Wilson

- Chairman Punaro opened by talking about an event hosted by Ms. Phyllis Wilson and the MWM last month titled "Beyond Firsts: Powering the Future Force." The event featured the four currently serving female four-star officers: Admiral Linda L. Fagan, Commandant, U.S. Coast Guard; General Jaqueline D. Van Ovost, Commander, U.S. Transportation Command; General Laura J. Richardson, Commander, U.S. Southern Command; Admiral Lisa Franchetti, Vice Chief of Naval Operations.
- Ms. Phyllis Wilson opened her comments by discussing the expansion of Arlington cemetery and the effects of the 2020 NDAA, which was approved about the same time as she took the reins as President of the Military Women's Memorial in September of 2019.
- Ms. Wilson stated that there are over 350 thousand women currently serving in the military and each military/veteran woman is an influencer (each will be a role model for someone). This is a cascading effect that will touch the entire American population.
- She stated that the Register is the heart of the Military Women's Memorial. This ongoing program collects stories of veterans and servicewomen from the founding of our country through today. She further explained the importance of these stories and provided the example of Grace Banker Paddock who was awarded the Distinguished Service Medal for her role as a Chief Operator in the Signal Corps Exchange in France during World War I.
- Ms. Wilson discussed past and present legislative actions regarding women in service and gaining recognition for their service and accomplishments. She provided the example of 225 bilingual women who served in France in WWI, and how it took until 1977 for them to receive veteran status. Additionally, there is a legislative proposal to give honorary veteran status to over 125 thousand nurses who served during WWII.
- As she closed her presentation, she stated that over 3 million women have served in the military and women constitute 20% of those serving. Additionally, it is the 75th anniversary of the Women's Armed Service Integration Act, and June 12th (in most states) is Women in Service Day.
- SERVICEWOMEN are part of American history.

Q & A

Chair Arnold Punaro: Provided the example of his grandmother-in-law and how she served during war and how he hopes we can pass legislation to give those women the veteran status they deserve and have earned.

Ms. Kathy Roth-Douquet: Current statistics show that 55% of college students are female, this is the future leadership of our country. What are you seeing regarding the future for women in the military?

Ms. Phyllis Wilson: The future has potential for women in the military. The first two women were promoted to 1-star General in 1970, and now we have four 4-star Flag Officers currently serving. Education is the key; we need young women to focus on STEM and by doing this we are setting the conditions for more women to become strategic leaders.

1400 – 1630 Congressional Engagement Time – Flexible arrival times

1415 - 1430 Mr. Daniel Bleiberg (Senior Policy Advisor) and Mr. Rob Waisenan (Military Legislative Assistant) for Senator Jacky Rosen (NV)

- Sen Rosen is a former computer programmer and when she got to senate, she wanted to tackle the lack of Cyber. Cyber workforce shortages, and cyber defense of our Nation are a priority for her.
- She is exploring temporary 6-month appointments to fill surge capacity.
- She also supports the Taiwan Military Cyber Security Act for MIL-to-MIL support
 - There are 20-40 million cyber-attacks against Taiwan. They test their attacks, and some are used later on the U.S. – Sen Rosen is looking to introduce a Bill for Taiwan Cyber Security.
- She is also interested in a Maritime Act that sets up agreements between U.S., Israel, and Arab partners.
- Finally, she supports a bill to help support small defense-support businesses, including renovations.

1415 - 1430 Congressman James Moylan (Guam)

- Representative James Moylan started by thanking the Board for the invitation to address them during the quarterly meeting. Then he explained about Guam's unique geographic location in the global security environment. He provided an anecdotal story about Russian trolls of the coast of Guam and Guam's proximity to Taiwan.
- Representative Moylan further explained that when the Board, experts, and pundits start talking about China and Taiwan, they need to remember that Guam is also a target. He noted that Guam is extremely important in the defense of the homeland.
- The requirement to continue building the defensive infrastructure for Guam is extremely important. To that end, the need for skilled workers is great, but Guam's geographical position means that most of the labor is from third country workers who are on H-2A & H-2B work visas. When these visas expire, it creates a shortage that delays the completion of defense projects, thus there is a need for H-2B Visa Waivers for workers on these projects.
- United States Pacific Command (PACOM) has fought for H-2B extensions for these workers to continue the Defense Projects on Guam and other U.S. territories. It is imperative that these extensions be granted; if not then the projects will not meet deadlines and the bases on Guam will not be ready for the transfer of Marines from Okinawa.
- Additionally, Guam needs the transfer of the Missile Defense System, but there is a price tag of \$127 million associated with it. Currently, this is not included in the Presidential Budget Submission.

- Representative Moylan asked the Board to express the need for those initiatives (H-2B waivers/extensions, and missile defense) in defending the homeland, because deterrence only works if we are strong enough.
- Representative Moylan closed his comments by stating the strategic importance of Guam as part of the 2nd island chain and that the people of Guam are U.S. Citizens. He stated that we need to build up the Air National Guard fleet in Guam and that the geographic location also adds a large natural disaster response mission to the National Guard forces on the island.

1430 - 1500 Congressman Rob Wittman (Virginia 1st District)

- Representative Rob Wittman began by thanking the Board for the invitation and their service to the Department of Defense and Nation. He then stated that China is now the greatest threat in our Nation's history, and the Reserve Components are extremely important in the "all of the Nation" response that is required to meet the threat.
- Representative Wittman explained that part of his duties on the House Armed Services Committee and Air-Land Subcommittee is to ensure the House is adequately resourcing the armed services so that the services can effectively recruit and retain the best and brightest talent possible. He added that they are a little behind in the ways, but that they can and will get there.
- One of the questions that we need to answer is how to attract cyber, Artificial Intelligence (AI), and Tech talent to serve in the Reserve Component. We must determine how to harness those vital skills that are developed and sharpened in the civilian world and employ them in the Reserve Components to enhance the defense of this Nation.
- The HASC is also looking into the air and naval shortfalls that are occurring. We can't keep using the phrase "invest by divesting". The phrase doesn't make sense and it is hindering our military's ability to defend the Nation. Our government must do a better job resourcing maintenance to our aging fleets, while modernizing our force for the future. We need to ensure our equipment meets/reaches its corresponding service life because we are going to need everything in our inventory to face this pacing threat. Remember, China is not a competitor, they are an adversary.
- Representative Wittman added that we need to wargame economics as well. Especially as we watch the weakening of our influence around the world. China is actively trying to separate us from our allies, partners, and even adversaries.
- Additionally, China (Xi Ping) has stated that China will take Taiwan by force no later than 2027. Our charge is "Not today." Is our nation up for the task and the required "All of the Nation response?" Yes, we are. Defending our Nation is our number one priority.

Q & A

Chair Arnold Punaro: Regarding Taiwan, it is important that the United States not cede democracy to China. Do you agree that the U.S. must be/remain the leader in the Pacific?

Congressman Wittman: I agree, and it doesn't seem that the porcupine strategy is effectively deterring China. Regarding China and Taiwan, we need to focus on the range and lethality of our weapon systems. We need to update our weapons propellants because we are at a tactical disadvantage because of China's advances in energetic material. Additionally, we need to explore developing and procuring more autonomous systems. These systems provide a vital capability at a fraction of the costs of fighter platforms. The cost of five autonomous platforms equals one F-35. Lastly, we need strong strategic leadership to emphasize the threat China poses to our Nation.

Ms. Michelle Lenihan: Given the current state of Artificial Intelligence (AI) development, are there any legislative proposals being considered?

Congressman Wittman: First, we can't stop developing AI capabilities because the Chinese won't. We need to focus on developing effective safeguards while continuing to advance our AI capabilities. I agree that we need to consider legislation concerning the development of AI, but we must first educate our representatives to provide situational awareness. This is a must do in order to make relevant and effective policy decisions.

Mr. John Sampa: We are currently seeing a global focus on the Arctic, and our adversaries seem to be miles ahead of us in their focus and efforts. What do you think our role is and how should we prioritize our efforts regarding the Arctic?

Congressman Wittman: It seems that we have basically given up the Arctic to the Russians and Chinese, because we feel that an underwater presence is adequate, which it is not. We need to get into the surface, which is 97% of the game. We are at risk of losing access to the Arctic.

1500 – 1520 Patrick Flood, National Security Policy Advisor for Representative Don Bacon (NE-02)

- Mr. Patrick Flood thanked the Board on behalf of Representative Don Bacon and started by saying that one of Representative Bacon's top priorities is Quality of Life for all Service Members across the Joint Force, and that our nation needs to align its resources to ensure our military is effective in all operations.
- He added that to put it into military terms, Rep Bacon has Lines of Effort (LOEs) regarding these topics:
 - First is recruiting & retention; we need to address the compensation challenge - food insecurity is real within the lower ranks. Additionally, we need to figure out how to incentivize people to serve.
 - Second is housing; we need to focus on resourcing and being creative in how we can get the most bang for our buck. Privatization does work but it needs some adjustment.
 - Third is spousal employment and childcare. Studies have shown that dual income earning Service Members have a higher rate of retention. Additionally, surveys have shown that affordable childcare is a key enabler to retaining quality personnel.
 - Fourth is access to affordable healthcare. There is a significant portion of our Reserve Component that do not have health insurance. By providing low-cost healthcare to our RC Service Members we can increase the retention and readiness of the Joint Force.

Q & A

Chair Arnold Punaro: Stated that one of the main priorities for the RFPB is Duty Status Reform. We need legislation that brings the myriad of duty status for the RC in line with Active Component. He also stated that our elected representatives need to get out there and talk with those affected to see how these different duty statuses affect RC Services Members quality of life. We need to "kick the deck plates" so to speak.

Ms. Kathy Roth-Douquet: Stated that she wants to work on a panel that discusses these matters. She has

learned through her own organization that the cost of a PCS to Service Members is excessive, even when moving and transportation expenses are provided. She believes this is a "whole of country" topic and not just for Congress.

Mr. Patrick Flood: Agreed and stated it is time to stop writing checks. It is time to reset and restructure.

RADM Miriam Lafferty: Brought up the topic of spousal licensing and asked if there any legislative proposals regarding State Reciprocity and/or subsidizing the cost of having to re-license/re-credential.

Mr. Patrick Flood: Military member Spousal Licensing is a valid topic, and it is being discussed not only for the Active Component, but also for the Reserve Component. Because we know that all these issues affect the RC as well as the AC, albeit in different forms or fashion. But you are right, there needs to be reforms on how we take care of the spouse and family, not just the Service Member.

1520 – 1540 Chadd Montgomery, National Security Advisor for Senator Dan Sullivan (AK)

- Mr. Chadd Montgomery thanked the Board on behalf of Senator Dan Sullivan and for the opportunity to speak. He added that he is a Marine Corps Veteran, and he still serves with the Marine Corps Reserve.
- Mr. Montgomery discussed permeability and the ability for Service Members to switch back and forth between the Active Component and Reserve Component. He agreed with the Board that there is a need to go between the components based what may be occurring in a Service Member's life at that given time. We also need to change the stigma surrounding permeability in the Active Component. Currently, our military culture frowns upon this and that culture has become a deterrent.
- Next, he discussed how we need to look at the travel compensation (pay and reimbursement) for RC members. We need to look at how we compensate for mileage and distance to drill as well as increase the max reimbursement from \$500 to \$1000. Additionally, we need to talk about reimbursement for rental cars when a service member is required to attend training longer than the normal two-day training assembly. Ultimately, service members in the west where the distance between cities is greater are affected more, especially in Alaska. They are potentially losing money when they travel for training. It is a quality-of-life issue for the family, and it has a significant effect on retention.
- Mr. Montgomery also discussed the Arctic. He stated that Arctic operations are important, and our current equipment cannot handle the effects of the environment and the extreme temperatures. Our Service Members need better clothing, vehicles, and generators to just name a few.

Q & A

Chair Arnold Punaro: Asked Mr. Chadd Montgomery - since he is a currently serving Marine Corps Reserve Officer - how the support to Ukraine is affecting the Guard and Reserves, especially regarding equipment readiness?

Mr. Chadd Montgomery: It is having a significant effect on our training. There is a real demand on training ammunition. Units are being supplied with lower quantities to qualify and this affects readiness. As a Nation, we need to increase our production and infrastructure to do so.

RADM Miriam Lafferty: In the Coast Guard, there is no travel reimbursement. This has a direct effect on recruiting and retention, and on readiness.

Ms. Phyllis Wilson: Units in the Army also have travel to drill issues. Some found a way to place them on TDY for travel, but then they would lose points for drill because they are active duty.

1500 – 1520 Lucy Perkins, Professional Staffer for Senator Tammy Baldwin (WI)

- Ms. Lucy Perkins thanked the Board on behalf of Senator Tammy Baldwin and then began talking about quality-of-life topics regarding the Reserve Component. She stated that one of the biggest priorities for Sen Baldwin is healthcare and she supports healthcare coverage for our service members who defend our nation.
- Ms. Perkins stated that Sen Baldwin supports no-cost Tricare for our Service Members to include the Reserve Component. She believes this will help with recruiting and retention. Also, she believes this will contribute to readiness savings as medical issues, like line of duties, cost time and money. Yet, we still ask Reserve and Guard members to pay for their healthcare.
- She further addressed retention and stated that when Active Component service members transition to the Reserve Component, DoD retains the initial investment from training in the service member and retains the service member's services, but by letting the Tricare coverage lapse, we create a service member that is medically non-deployable.

Q & A

Chair Arnold Punaro: What are you hearing from your constituents who serve in the Guard and Reserves? What issues are being brought up to you?

Lucy Perkins: One of the larger concerns, other than not having healthcare coverage, is that those who do have Tricare would like to see more providers for Tricare recipients. Currently, there is a shortage of Tricare-participating providers.

1600 - 1625 Employer Support for the Guard and Reserve (ESGR), Mr. Ronald Bogle (National Chairman) & CAPT Jonathan Townsend (USNR)

- Mr. Ronald Bogle introduced himself and thanked the Board for the opportunity to talk about all the great things the ESGR does to help and assist Reserve Component service members. Mr. Bogle set the stage and provided his personal background as a Soldier during the Vietnam War and then discussed his time as an ESGR volunteer in the North Carolina Committee. He was appointed as the National Chair by then Secretary of Defense Esper and reappointed for a 2nd three-year term by Secretary of Defense Austin.
- Mr. Bogle stated that the ESGR has over 3,000 volunteers in the 54 state & territory committees, and that each state has an appointed Chairperson. Most of these volunteers and employees have at one time served in the Armed Forces and understand what our Service Members experience every day. He further stated that while the ESGR has an approved mission statement, one of the main missions for the organization is "Retention" of our highly trained and valuable Service Members.
- Mr. Bogle then turned the reins over CAPT Jonathan Townsend to narrate the ESGR slide presentation. For the next fifteen minutes CAPT Townsend provided an overview of the ESGR mission, mission areas, a quick overview of the Uniformed Services Employment and Reemployment Rights Act (USERRA), and an ESGR Executive Director perspective.
- CAPT Townsend explained that the ESGR mission is to develop and promote a supportive work

environment for Service Members in the Reserve Component through outreach, recognition, and educational opportunities that increase awareness of applicable laws. Furthermore, the ESGR also aids in resolving conflicts between the Service Members and their employers. He further stated the end state of the ESGR is that all employers support and value the employment of members of the Reserve Components in the United States and Territories, thereby increasing the readiness of the Reserve Component.

- Mr. Bogle and CAPT Townsend wrapped up the presentation by talking about the Secretary of Defense's Freedom Award, which is presented annually. The award recognizes employers who provide the most outstanding support for their Guard and Reserve employees and is the highest recognition given by the U.S. Government to employers for their support of their employees who serve in the Guard and Reserve. Additionally, Mr. Bogle was happy to announce that this year's Freedom Award presentation will be held in the Pentagon (after three years of presenting the award in a format conducive to the COVID environment).

Q & A

Ms. Kathy Roth-Douquet: One of the topics the Personnel Subcommittee is discussing is permeability between the components, which provides a conduit for Service Members to move between the RC and AC. Do you feel this initiative might cause concerns among employees with hiring members of the Reserve Component?

Mr. Ronald Bogle: Answered by discussing how he has attended a forum that included a large amount of Fortune 500 companies, which he termed "an affinity group," and he was amazed at enthusiasm these companies displayed at hiring veterans and Service Members. He further stated that while there may be some deployment fatigue amongst a small number of companies/employees, what he is hearing is that most companies are happy with the level of skill and discipline they see when hiring Services Members.

CAPT Jonathan Townsend: Added that the Secretary of Defense's Freedom Award is a prime example of the employer's willingness to hire and support members of the Reserve Components. Every year the ESGR receives thousands of nominations for the award which goes to show that small, medium, or large, companies are excited to hire and support Service Members.

1625 – 1630 End of Day 1 Remarks - Major General Arnold L. Punaro, USMCR (Ret), Chair RFPB

- Thanked the staff for their planning and execution. He reminded the Board and attendees that we meet again tomorrow at the American Legion Headquarters building at 1608 K Street NW, and to arrive at 0845 for opening comments. He also thanked the Reserve Organization of America for hosting the celebration of the Reserve Component and for the supporting and honoring the RFPB's 70th Anniversary at 1700.

****Start of Day 2 Open Session, May 10, 2023** The American Legion**

0845 – 0900 Opening Comments:

Major General John B. Hashem, U.S. Army, Military Executive, RFPB, thanked the Board Members and attendees for attending the second day of RFPB May Meeting. He announced that a quorum was met, and provided the following Announcements:

- MajGen Michael Martin, the U.S. Marine Corps representative to the RFPB, officially resigned from the Board.
- SGM Stuart Coupe is now performing the duties of RFPB's Senior Enlisted Adviser to the Chair.
- CAPT Will McCabe retired from the Navy and his replacement CAPT DeWuan Booker is on station.
- Col Julie Hunt will retire in June after 30 years of service and COL Sean Counihan will assume the Chief of Staff duties for the RFPB staff after this meeting.

Major General Arnold L. Punaro, USMCR (Ret), Chair, Reserve Forces Policy Board stated as published in the Federal Register, the RFPB is hosting the second day of its May Meeting. He stated that the meeting is OPEN to the public and we welcome those members of the public who have chosen to attend the meeting with us. He further stated that no interested persons submitted questions or requests to appear before the Board, in accordance with the published Federal Register Notice. He then asked whether anyone present wished to address the Board. No one did.

0900 – 1030 Service Recruiting and Marketing Panel:

MG Deborah Kotulich, USAR / MG Alex Fink, USAR / Brig Gen Lisa Craig, USAFR / Col Jeffrey Morgan, USMC / Mr. Anson Smith, ARNG / Col Anthony Pasquale, ANG / CAPT David Neal, USN / CAPT Eric Johnson, USNR / CAPT Richter Tipton, USCG

- **Major General Kotulich** opened the panel stating that the Army was built for the industrial age, a construct which is no longer relevant and that it must modernize for a new environment. She stated that there are internal and external factors which must be addressed.
- **Brigadier General Craig** next stated that great minds must come together to work this problem. She said we are dealing with a generation with less propensity to serve and that Generation Z ideals are different. She stated the 9-to-5 work construct is not something that appeals to them and that we must refine doctrine, policy, strategy, and execution to bring about permanent change. She also mentioned that stove-piped efforts by the Services have unforeseen impacts, and we must identify and mitigate those.
- **Colonel Pasquale** then stated that the Air National Guard is working the same strategic issues as the other services and that is the most challenging recruiting environment they've ever seen. He said they are seeing synergy between the Services in solving these issues, which is positive for the way forward.
- **Captain Johnson** then stated that the Navy's goal is 80% prior-service, and they are currently at 95% end-strength post Covid. He said their primary market is prior-service and that they want to maximize their Active to Reserve Component affiliation. He further stated the Navy previously had Total Force recruiting for 20 years, but they've changed the construct to a hybrid model with the Reserve separated out and that it is just beginning to see some gains. Captain Neal then added that reservists focus specifically on reserve recruiting.
- **Mr. Smith** stated ARNG's recruiting is trending in the right direction and has achieved above its monthly goals month over month. He stated the Future Soldiers Prep Course was a big reason for ARNG's recruiting success and is a big win for everyone. Since Sep 22, the ARNG's recruiting mission achievement trended upward from 59% in Sep 22 to 97% in Feb 23. For the months of Mar and Apr 2023, the ARNG exceed over 100% of its HQDA monthly mission, which has not happened since Jan/Feb 2019. He also discussed another ARNG successful program, the Marine Corps to

Guard, which allows Marines from Active Duty to transition to the ARNG and continue their service while taking advantage of the flexibility and other benefits the Guard offers its Soldiers.

- **Colonel Morgan** stated that the Marines are not doing well with direct affiliation, and that modernization should reassess where our units reside, since people don't live in those locations anymore given that we are no longer in the industrial era.

Q & A

RADM Eric Ruttenberg: Asked for Service metrics and whether they would make end strength. He also asked they identify one or two challenges they are facing.

MG Deborah Kotulich: Active duty and the Reserve had no loss to mission for COMPOs One (AD) and Two (ARNG) for the year and that they are higher than projected for the fiscal year. She stated that last year they were 75% of their 60,000 mission and this year their goal is 65,500. She projected 55K for COMPOs One and Two. She went on to say that COMPO Three (USAR) is currently looking at about 64%, but there are more initiatives that the Army is going to leverage to raise that number. She stated internal challenges are business policies/processes from the industrial age and external challenges are knowledge gaps with Generation Z, as well as relatability gaps.

Mr. Anson Smith: The Army National Guard is on an upward trend. The ARNG is currently at 100.5% and expected to meet end-strength. ARNG is focusing on the recruiting forces as their center of gravity. He stated that recruiters received increased training on how to reach Gen Z in the new recruiting environment.

Brig Gen Lisa Craig: The Air Force Total Force is focused on pace, surge, and presence to ensure they reach the Airmen they need for the future. She said that the regular force will miss goal for the first time since 1999 by at least 10% and that the Reserve and Guard will miss their goal by at least 30%. She stated that despite this, they're experiencing good retention. She also stated that the Board's assistance with permeability is critical.

Col Anthony Pasquale: The CSAF sprint is our main effort, and we are meeting every two weeks to examine policy. The Air National Guard is on an upward trend and retention is good. About 20% of ANG's force is from a different service and the Guard is currently asking OSD for a Reserve retention policy after an initial active duty commitment.

Captain Eric Johnson stated that the Navy Reserve is at 98% of retention goal and that they were over 100% prior to Covid. He said they are facing prior-service recruiting challenges. Captain Neal added that the same challenges exist, and they project to be 6000 short on the Reserve side and 3000 short on the active duty side, but it seems like improvement over the last year's mission. He said a Chief of Naval Operations priority is to fill recruiter billets in the Navy, which is beginning to reap the benefits of additional resources.

Colonel Jeffrey Morgan: The Marine Corps is accelerating retention and that they will make their end-strength. He also stated they are over retaining.

Captain Richter Tipton: The Coast Guard Reserve stated that the minimum required floor is low due to Coast Guard recruiting challenges, but that they will make their mission in the Reserve. He said

the USCG will miss their active-duty requirements, but that they can use those billets to fill the Reserve. He further highlighted that the Coast Guard has no issues meeting officer recruiting goals.

Major General Alex Fink: The Army marketing manages COMPO One and Three directly, but COMPO Two markets separately.

Major General Hashem: Stated that perhaps the scope for recruiting and retention needs to be looked at, and asked if there are ideas that the RFPB can recommend to the SecDef or if we should engage at a higher level.

Major General Deborah Kotulich: OSD needs to modernize the ASVAB as it still requires in-person testing. DoD and the Services should have an ability to do it remotely. OSD must also look at doing a re-baseline of the ASVAB to match modern testing and cited allowing the use of calculators as an example. Another course of action is a legislative proposal to return to the Solomon Act and require schools to offer the ASVAB as a career exploration test. Another key proposal is multi-year marketing funding to implement an effective advertising and marketing campaign. Other initiatives like path to citizenship would prove beneficial for recruiting. She further stated that access to college stop out lists would be helpful in getting recruits who do not complete college for various reasons.

Brig Gen Lisa Craig: Echoed the same as the Army and advocated for a whole-of-government approach with permeability across the government including national service within all sectors of the federal government. She highlighted a need for additional support for permeability and interoperability and that policy gets in the way.

Mr. Anson Smith: The Army Guard supports multi-year funding, as year over year, annual funds are not readily available until later in the fiscal year. The ASVAB has evolved into determining the quality of an applicant and we need a more holistic look at a recruit. He expressed his support for modernizing the ASVAB test, as lower scores do not mean an individual does not have necessary skills to serve. He stated that Services need to look at the individual person and the skills they can provide in today's society. He stated the TAPAS (Tailored Adaptive Personality Assessment System) program expands on current screening tools and redefines the actual skills a potential Soldier will offer to the Army.

Major General Deborah Kotulich: The future soldier prep course initiative is seeing good progress but it's not enough; we need to pilot additional instructors in a battalion for additional education and training for applicants.

Colonel Jeffrey Morgan: The Military Health System Genesis was a poor rollout, and MEPS is struggling to get personnel to come in due to the nature of telework post Covid. He said they are facing medical personnel challenges. He also stated we need to expand travel reimbursement and look at BAH when it comes to mobilizations for training.

Captain David Neal: A consolidated government message to ensure service across the board is needed.

Ms. Kathy Roth-Douquet: We used to say that Uncle Sam “needs you” versus the Army “needs you” and she asked if this is a service problem to solve or it is a civilian leadership problem to solve.

Major General Deborah Kotulich: Yes, it is a civilian issue, and it goes to the information gap issue. The product that we generate for the American people is national security, peace, and prosperity...a product which should be valuable to every American who enjoys our way of life. She further emphasized that we need to convert that message to marketing, and that OSD can help influence outside the Department.

Captain David Neal: We produce a better citizen on the backend from military service and therefore military service must be encouraged.

Brig Gen Lisa Craig: Our challenges are in the nation spotlight, and we’re doing everything we can to overcome it, but it’s a whole of government problem and there is a declining trust in the government.

Captain Eric Johnson: Stated that the Active Component considers transition from the Active to Reserve a loss and that we must change this mentality. He additionally highlighted that the Active Component views scrolling as a Reserve problem, but it should be seen as a Total Force problem.

Col Anthony Pasquale: The Air National Guard has a primary shortfall in pilots, and we do not effectively incentivize Active Component personnel to affiliate after 20 years of service since it impacts retirement. He noted this may be an area to investigate for policy change.

Mr. Anson Smith: When there is a conflict, we all come together, but we’re not in conflict so we’re having trouble getting civilian advocacy. In today’s environment, there needs to be more senior-level civilians talking about the positive attributes of military service to society.

RADM Eric Ruttenberg: What the challenges and opportunities for marketing and where?

Major General Alex Fink: We must consider the barriers for service and what’s different today. He said that JAMRS works on this and that the top three barriers to service are (1) fear of getting hurt, (2) fear of PTSD, and (3) fear of leaving home...which is consistent across all Services. Additionally, the Army identified additional barriers as (1) putting life on hold, (2) feeling that women and minorities are discriminated against, and (3) lack of trust in military leadership. Also, living conditions and fear of being assigned a job that doesn’t align with their skills/passions is a challenge. The Army is addressing this through the ‘Be All You Can Be’ campaign, but the Army is possibly seen as a “black box” that doesn’t offer what the youth want. The new generation is interested in community, connection, purpose, and passion, and the Army is working to address those areas. The current generation is the largest multi-cultural generation ever. Previously, there were many first- and second-generation Americans who served and passed along their service to next. In today’s generation, there’s no service history in their family. He said we must spur patriotism for this new generation.

Mr. Carlos Martinez: The President is on record stating that we need the Armed Forces to reflect

the face of America for national security, and that the Hispanic population is growing and seems to be a target of opportunity for recruiting.

Chair Arnold Punaro stated that he appreciated the panel's time and that the Board will help where it can, but we're in a very different fiscal environment. He stated we are likely to be frozen to FY22 funding levels and potentially deeper cuts than the worst year of the sequester. He stated we may be lucky to break even and that we need a realign within as we're likely not going to see budgetary increases. He said the Board will work with the Department to resource recruiting and marketing where it can.

1030 – 1100 OSD Quality of Life and Diversity, Equity, and Inclusion (DEI), Ms. Elizabeth Foster, Office of Diversity, Equity, and Inclusion

- Ms. Elizabeth Foster introduced herself and then briefed the functions of DoD's Office of Diversity, Equity, and Inclusion. She stated that regarding sexual assault prevention, the Department is taking a wrap-around prevention approach, and that what you see on the ground will be a lot different. DoD will be implementing onsite installation evaluations. Specifically, sexual assault prevention specialists will become be a career path with a DoD credential rather than a collateral duty.
- DoD is also changing its approach to suicide prevention. DoD is taking a public health approach with mental health as a component. Several improvements will be made to help with how we handle mental health treatment to include improving quality of life, addressing the stigma for seeking help, and improving clinical treatment.
- Furthermore, Ms. Foster stated that Diversity and Inclusion remains a top priority for this administration. We ask how to make everyone feel empowered to serve. We are looking at everything; we recruit women and minorities, but then lose them by mid-career. DoD is seeking long-term solutions that will address career fields for General and Flag Officers.
- Ms. Foster stressed that DoD needs a task force to look at D&I not just through a "people lens," but through an "operational lens" to create opportunities for everyone.

1130 – 1200 The American Legion, Mr. Jeff Steel, Assistant Director for National Security

- Mr. Jeff Steel, Assistant Director for National Security Commission, provided an overview of the 118th Congress as well as the international security environment as it pertains to the legislative priorities of the American Legion. He reported that their legislative priorities in support of veterans, the military and their families, and communities are:
 - Mental health and suicide prevention
 - VA healthcare modernization
 - PACT Act implementation and oversight
 - Protecting veterans from predatory actors
 - Concurrent receipt of retirement pay and disability compensation at less than 50%
 - Guard and Reserve GI Bill parity
 - GI Bill for Honorable service, including General Discharges under honorable conditions
 - Support our Afghan allies
 - Military quality of life

- Pay to Coast Guard in the event of funding gaps
- Protection of the American Flag
- Mr. Steel reiterated that the American Legion remains committed to advocating for the needs and priorities of the Reserve Components and is ready to collaborate with the RFPB.

1200 – 1300 Subcommittees Administration Time/Lunch

1300 – 1350 Space Force, Major General Anne Gunter, *Special Assistant to the Chief, Air Force Reserve for Reserve Space Personnel Policy and Integration*

- Maj Gen Anne Gunter provided her background and experiences with the USAF to include 30 years in the Reserve and nearly five years Active Duty.
- She provided an overview of the proposed Space Force Plan which proposes a single service model with Full-time and Part-Time personnel. The administration would be the same for all Space Guardians. She emphasized that this is the number one priority for CSO and the Space Force. She noted it does not change pay and benefits or retirement calculations. And it does not replicate the current Air Force Reserve structure....it is a new unified concept.
- She provided a history of the efforts for the reserve integration into the Space Force.
 - February 2019, Space Policy Directive 4 (SPD-4) included direction for DoD to consolidate existing military space authorities and eliminate duplication of effort and bureaucratic inefficiencies. October 2019, the study began on reserve integration in the USSF.
 - December 2019, NDAA 2020 was published authorizing the Active Duty Space Force. This was a purposeful pause to determine the reserve integration and allow for proper study.
 - January 2020, CSO1 directed a bold approach, one that is lean, flexible, agile, and a permeable force for a 21st Century Human Capital. Many sprints and study groups worked through conversations such as promotions, constructive credit, benefits, and entitlements.
 - April 2022, Space Component Act, Legislative Proposal 403 was submitted to Congress. December 2022, NDAA FY 23 required three reports plus a re-write of the proposal. Three reports included:
 - 918 Report which requested discussion on permeability, promotions, promotion boards, up or out, pay and benefits, ethics and more. This report was submitted to Congress in March 2023.
 - 599B Report included Space Force Officer Development topics and touched on Space Component items. This report is pending submission to Congress.
 - OLEA Report included analysis of the Space Force labor requirements and touched on topics relevant to the Space Component. This report is pending submission to Congress.
 - Included in the 918 Report was a requirement to re-write the legislative proposal 403. This LP was rewritten removing the deeming language, reorganizing according to statute and changed the name of the legislation from Space Component Act to Space Force Personnel Management Act. Additionally, the individual who joined the team to craft the new version of the legislation was the same individual

who worked on DOPMA, ROPMA, Acquisition Reform, and the Goldwater Nichols Act.

- MG Gunter explained that the SFPMA proposal was a proposal for a new Subtitle within US Code 10, Subtitle F. The Space Force is currently authorized under US Code 10, Subtitles A & D, while the Air Force Reserve is authorized under US Code 10, Subtitle E.
- This new model is proposed because:
 - It is a DoD alternative to the established personnel system.
 - It is a new model for talent management.
 - It allows USSF to shape the force and provide flexibility with tailored workforce options.
 - It removes barriers to serve and to continue serving.
 - It centralizes space missions under a single commander and allows uncontested prioritization of resources (i.e., one authorization and one appropriation).
 - It enables the Space Force to retain those critical skillsets, providing continuum of service.
 - It is a new model of service to the Nation at a time of declining propensity to serve.
- Key items in the proposal include:
 - Three categories of service in the proposal – Space Force Active Status, Space Force Inactive Status and Space Force Retired Status.
 - This includes a proposal for a single promotion system, similar to what the Reserve currently experiences, with equitable opportunities for increased rank and responsibility.
 - The new Space Force design extends the continuum of service, allowing recruitment and retention, and reducing bureaucracy.
- She used two quotes:
 - Marshall Goldsmith: “What got you here, won’t get you there.”
 - B H Liddell Hart: “The only thing harder than getting a new idea into the military mind is to get an old idea out.”

Q & A

There was some robust and ongoing discussion regarding the implications of implementation of the Space Force plan.

Chair Arnold Punaro asked several questions regarding what it might mean for the National Guard and other Reserve Components. Would all the services follow suit? What other organizational challenges would follow?

Questions were also posed to the National Guard (NG) attendees regarding the implications to the Guard. The Guard answered that if adopted, the Space Force Proposal would remove all Space Personnel from the NG and transfer them to the Space Force. All Space Missions and capabilities would also be removed from the NG.

The NG also noted that currently they were unable to sponsor NG recruits in Space Careers through the required training due to these on-going administrative discussions.

The RFPB noted that they will wait to see the outcome of legislation and will not offer recommendations at this time.

1350 – Closing Remarks, Major General Arnold L. Punaro, USMCR (Ret), Chair RFPB thanked everyone for attending the meeting. He announced that the RFPB's next meeting is scheduled for Sep 13, 2023, and he adjourned the meeting.



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