

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

**AGENDA – Wednesday, September 28, 2022  
Open Session Location: Army Navy Country Club, Arlington, VA  
Uniform: Class “B” or Service Equivalent**



**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. Rear Admiral Miriam L. Lafferty, U.S. Coast Guard Reserve
4. Sergeant Major Peter J. Running, U.S. Army Reserve, Senior Enlisted Advisor, RFPB (Non-voting)
5. Major General Haldane B. Lamberton, Army National Guard, The Adjutant General, Kentucky National Guard
6. Major General Eric S. Overturf, U.S. Air Force Reserve (Ret)
7. Mr. Carlos E. Martinez, Brigadier General (Ret), U.S. Air Force Reserve
8. Major General Susan E. Henderson, U.S. Army Reserve
9. Brigadier General Michele K. LaMontagne, Air National Guard
10. Major General Michael S. Martin, U.S. Marine Corps Reserve
11. Ms. Michele M. Lenihan, Executive, Hakluyt & Company
12. Ms. Kathy G. Roth-Douquet, CEO, Blue Star Families
13. Mr. John F. Sampa, Command Sergeant Major (Ret) Army National Guard
14. Ms. Loren D. Schulman, VP, Research, Evaluation, and Modernizing Government, Partnership for Public Service
15. Honorable Dr. Paul N. Stockton, President, Paul N Stockton LLC
16. Honorable Ms. Debra S.Wada, CEO, Senshi Ame Advisors LLC
17. Ms. Phyllis J. Wilson, President, Women in Military Service for America Memorial Foundation

**Invited Guests**

1. Mr. Judd Lyons, Deputy Assistant Secretary of Defense for Reserve Integration
2. Ms. Stephanie Miller, Deputy Assistant Secretary of Defense for Military Personnel Policy
3. Ms. Kristin Lein, Acting Chief of Staff/Director of Strategic Communications for Deputy Assistant Secretary of Defense for Force Readiness
4. Mr. Tedd Graham, Principal Deputy, Assistant Secretary of Defense for Readiness

**Reserve Component Chiefs**

1. Lieutenant General John Healy, Chief, Air Force Reserve
2. Lieutenant General Jon Jensen, Director, Army National Guard
3. Lieutenant General Michael Loh, Director, Air National Guard
4. Lieutenant General David Bellon, Commander, Marine Forces Reserve
5. Vice Admiral John Mustin, Chief, Navy Reserve
6. Mr. Steve Austin, Assistant Chief, Army Reserve
7. Rear Admiral Miriam Lafferty, Assistant Commandant, Coast Guard Reserve

**Reserve Senior Enlisted Advisors**

1. Chief Master Sergeant Maurice Williams, Air National Guard
2. Sergeant Major Robert Foesch, Army National Guard
3. Command Sergeant Major Andrew Lombardo, Army Reserve
4. Sergeant Major Carlos Ruiz, Marine Forces Reserve
5. Master Chief Petty Officer, Timothy Beard, Coast Guard Reserve
6. Chief Master Sergeant Timothy White, Air Force Reserve

**RFPB Staff**

1. Colonel Julia Hunt, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Sean Counihan, USAR
4. Colonel Richard Sudder, ARNG
5. Colonel Gary Beckett, USAFR
6. Colonel Manaal Burge, ANG
7. Captain William McCabe, USNR
8. Lieutenant Colonel Stephen Hedger, USAR
9. Lieutenant Commander Samantha Block, USCGR
10. Ms. Margaret Odhiambo, Executive Assistant

**The RFPB Fellows Society/Alumni**

1. Mr. Robert Green, President
2. Major General Larry Taylor, USMCR (Ret)
3. The Honorable Albert Zapanta, Former RFPB Chairman
4. Mr. Gus Hargett, Board of Directors member
5. The Honorable William S. Greenberg, former RFPB Chairman, Awardee
6. Lt Col Julie Small, USAF (Ret)
7. Mr. Mark Davidson

**Other Guests**

1. Colonel Shaune Jones, Delaware Army National Guard
2. Col Shane Donahue, Director OMFR, HQMC
3. Colonel Charles Johnson, Air Force Reserve Integration
4. Colonel Marc Henri, SAF/MR
5. CMSgt Kelly Hoffses, NGB Director of Staff
6. Ms. Susan Lukas, Air Force Executive Committee, ROA
7. Mr. Matt Schwartzman, Director, Legislation and Military Policy, ROA
8. Mr. Bob Lyon, ESGR
9. Mr. Ron Bogle, ESGR
10. CAPT Robert Underhill, ESGR
11. Mr. Kevin Hollinger, Legislative Director, EANGUS
12. Mr. Richard Rico, Executive Director, Space National Guard
13. Brig Gen Don Beavis, DOS, National Guard Bureau (NGB)
14. Mr. Timothy Orr, Special Advisor for Intergovernmental Affairs, NGB
15. Mr. Todd Milliard, Office of the General Counsel (OGC), NGB
16. Mr. Richard Parker, Former Chief Counsel, NGB
17. Mr. Jeremy Bedford, NGB-OGC
18. Mr. Edwin Ahn, NGB-OGC
19. Lt Col Robert Burke III, Vermont Army National Guard
20. MST1 Christopher Woo, USCGR
21. BG Darren Slaten, Vice Director, NGB J5
22. Lt Col Brianne Foster, DIA
23. RADM Robert Clark, VCOM
24. Mr. Michael Petring, NGB J5
25. CAPT Rebecca Drew, Deputy Director, USCGR
26. Brig Gen Max Stitzer, AF/DSI
27. CMSgt Jana Rodberg, DSSC
28. Mr. James Wittman, USAR
29. Col Matt Breen, HQMC M&RA
30. Lt Col Danny Brown, OSD P&R
31. LCDR Amy Thomas, OPNAV N095
32. Col Renea Dorvall, MTARNG

33. LTC Jason Roth
34. Col (Ret) Vic Parizhe
35. Mr. David Wilson, ASA M&RA
36. Mr. Jesse Walsh, ODR, USNR
37. Sergeant Major Ruben Esparza, Marine Corps Reserve
38. CPO Elisandro Diaz, OCNR PA
39. Lt Col Jeremy Nutz, AF/REI
40. Mr. Davidson
41. Ms. Karen Kudelko, Senior Deputy Director of Federal Affairs, State of Michigan
42. RADM Susan Orsega, Office of Assistant Secretary for Health
43. Ms. Alyson Johnson, NGB J5
44. CPT Samuel Klayson
45. Maj Adam Mowes, DANG ADC
46. LCDR Zakiya Chambers, USPHS
47. Col Timothy Ray, SAF/IA
48. Mr. Andrew Lawrence, OSD P&R-MPP

**The Reserve Forces Policy Board held the September Annual Meeting in open session at the Army Navy Country Club, Arlington, Virginia on September 28, 2022.**

**\*\*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.
- **Mr. Alex Sabol, Designated Federal Officer**
  - Mr. Alex Sabol 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 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 written requests to the Board.
- **Major General Arnold Punaro, USMCR (Ret), Chairman, RFPB**
  - Chairman 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.

**0845 – Ms. Kristin Lein, Acting Chief of Staff/Director of Strategic Communications for Deputy Assistant Secretary of Defense for Force Readiness**

- Ms. Lein briefed the Board on Strategic Readiness with a Total Force Focus. She stated DoD needs to balance our current operational requirements with our future requirements. To that end, Ms. Lein discussed their four Lines of Effort Force Readiness: (1) Establish Strategic Readiness Policy; (2) Develop the Readiness Decision Impact Model; (3) Drive Strategic Readiness Assessments; and (4) Improve Readiness Measurement and Reporting.
- Chair Punaro asked the fundamental question – “Is DoD ready for what?” In addition, he asked “how do you determine force readiness and the readiness requirements for the Guard and Reserve?”, as well as, “What are the documents that drive unit readiness?” Ms. Lein responded that readiness is driven towards National Defense Strategy threats and that Force Readiness uses contingency plans and Mission Essential Task Lists to determine readiness requirements. She further stated that DASD Kimberly Jackson primary question is “Are we using the right data”
- Dr. Stockton asked “to what extent Force Readiness defines readiness for the Homeland? Ms. Lein replied that this falls within the question – “what do we mean regarding Strategic Reserve?” and how DOD leverages the ten Dimensions of Strategic Readiness, which includes allies and partners, business systems, force structure, global defense posture, human capital, mobilization, modernization, operational readiness,

resilience, and sustainment.

- Mr. Lyons noted the value of the dimensions include valuable injects such as Force Readiness and the Reserve Component, internal allies, and partners within our 50 states.
- MG Henderson asked if readiness is tied to resources and if we are planning affordable readiness? Ms. Lein stated that they are taking all things into account and their efforts include resource availability and modernization goals. MG Henderson stated that DoD has not really defined Strategic Readiness. Ms. Lein stated that they are looking into doing a Strategic Readiness assessment to determine where DoD is at in meeting its goals.
- MG Hashem stated that readiness requires balance, and we must examine the resources we have available and how we remain ready for the NDS. Ms. Lein noted that the Strategic Readiness policy is being staffed and Force Readiness is hopeful to have a DoDI in December 2022.
- Chairman Punaro noted that getting Strategic Readiness embedded into the Planning, Programming, Budgeting, and Execution (PPBE) process is critical and recommended Force Readiness connect with PPBE process owners.
- Ms. Schulman asked if there were any gaps which were surprising. Ms. Lein answered that Force Readiness is still in the working group process and not ready to answer that question yet.
- MG Lamberton asked if Force Readiness receives information from the Joint Requirements Oversight Council. Ms. Lein stated she would take that question back to her office.
- Ms. Roth-Douquet asked if Force Readiness is factoring in recruiting and retention and the propensity to serve? Ms. Lein stated that she cannot answer with certainty, but that her organization recognizes the importance of these factors.
- Brig Gen LaMontagne asked if there is a prioritization model for post-gap analysis. Ms. Lein answered that there currently is not, but that it is an important consideration.
- Ms. Lenihan asked how shock to the system is being incorporated. Ms. Lein stated a critical requirement is the system remain agile and flexible.

#### **0930 – Ms. Loren Schulman, Total Force Integration Subcommittee Chair Presentation**

- Ms. Schulman began by recognizing there is a need for a renewed Total Force Policy (TFP), and it requires a ready, capable, accessible Total Force. She addressed the Board stating she looks forward to inputs on a renewed TFP. She noted the Defense Department has not fully integrated the Reserve Component into the NDS. She stated that the Defense Department uses the term “Operational Reserve” frequently without having defined it. She reviewed the previous work done on this issue and concluded by pledging Terms of Reference and a draft policy soon.
- Chair Punaro noted that the National Guard and Reserves are more important now than ever before and that when we called it an operational reserve, was it right the right answer?
- MG Hashem noted from previous experience that Joint planning staffs often recognize the need to mobilize the Reserve based on certain triggers, but rarely conduct the necessary analysis to calculate force flow.
- Mr. Lyons noted that he is hesitant to identify access to Reserve forces as an issue as there are authorities and funding specifically allocated for this process. Schulman agreed the problem statement may need revision.
- MG Henderson noted that NORTHCOM reacts to no notice events and who is ordered under a number different authorities. Reserve mobilization is a frustrating process for their organization and that it is even difficult to get her, a two-star general on orders when needed.
- Mr. Lyons noted that this ties back to the Operational versus strategic Reserve discussion.
- Dr. Stockton noted that there is an emergence of new warfighting domains and asked if Ms. Schulman’s subcommittee is going to address space and homeland. Ms. Schulman indicated that they will not delve into specifics.
- RDML Lafferty noted that we must be careful as there is a deliberate reason for measured process to access the Reserve Component. As we examine the issue, we must ensure we don’t enable access to the Reserve too rapidly.
- MG Lamberton stated the Guard has nine or ten different duty statuses which must be considered before deploying a member, which creates mobilization complexity.
- MG Hashem stated previous Total Force policies were created to alleviate the high operational tempo placed on the Regular forces, but we must recognize how high the ops tempo of RC forces are now.

- MG Lamberton stated that he has heard an argument that the Reserve is more expensive than the Active force. Chair Punaro replied that the Board has addressed this issue for years with data and doesn't understand why it persists. He stated we must add in costs of infrastructure, schools, hospitals, etc. for the active force. He noted during the study, it was asked if the Active Component built additional hospitals, schools, and infrastructure for reservists when called up, and the answer was no. He further discussed that when Reserve Components are mobilized the costs are the same, but the Reserves don't accrue retirement the same as the Active Component. Also, when DoD was asked how many additional hospitals, and schools were built during mobilizations of the Reserves, the answer was none.
- Mr. Sampa asked if a Reserve unit isn't modernized, if it incurs a cost. Chairman Punaro stated he worries about modernization and equipping of the Reserve since the Board studied it previously and concluded the Reserve is falling behind.
- Lt Gen Healy stated that the way the Air Force Reserve is structured; the Regular Air Force does not see any cost savings in the Reserve. He stressed the need for Fully Burdened Life Cycle Costing.
- Mr. Lyons noted that although the question of how the current strategic environment is impacting the Reserve is important, we must avoid looking at the GWOT and how the RC was utilized there. Perhaps flip the question and address how the RC is affecting the strategic environment.
- Mr. Overturf asked if we can invite the Service Chiefs into this process? Ms. Schulman stated yes, and we need to determine how so we can identify the challenge of getting over the hump.
- Ms. Wilson asked if this will strategically improve retention and what's the balance point for the impact of FBLCC on retirement...will we overprice ourselves? Ms. Schulman stated that it ties to our effort to ensure that reserve service is valuable to the American taxpayer.
- Hon Wada stated that we need to not only engage the department, but we must engage the public because we have lost them. We need to have a larger conversation with the American people.

### **1030 – Reserve Leadership Round Table**

#### **- LtGen Bellon, Commander, Marine Forces Reserve**

- LtGen Bellon stated the NDS must have directive RC language to gain the attention of the Service Chiefs. change. The leverage of Congress is needed as well. When you look at recruiting challenges, it's not related to job market, it's related to culture. There is concern about health care for service members. Each service is different, and we need to treat them in a way that matches the reasons they've joined. The Marine Corps of the future needs to be more accessible and more ready; better trained, equipped, and available in a shorter time span and this will require funding. Each service needs to answer what their specific contribution to national defense is and as you look at the threats in particular now, the Reserve and Guard are being pushed to cover other threats since the Active Component does not have the capacity to address them. For instance, SOUTHCOM could not accomplish their mission without the State Partnership Program.

#### **- Mr. Steve Austin, Assistant Chief, Army Reserve**

- Mr. Austin stated this is a team effort, it's not a single service fight. He also stated he does not see climate change addressed adequately. We must consider how it will impact operations, and it is a top six priority for LTG Daniels. The priorities of the Army are people, readiness, modernization, and we are looking at army of 2030/2040. We are asking if the Army has the right mix of combat and enablers? And we recognize that it must be informed by the NDS and Operation Plans. A challenge for the Army Reserve enablers, whereas in the Guard, there are more combat resources. This is a problem because the Army is taking risk in enablers. From a personnel standpoint, the number one priority is recruiting/retention and we're all recruiters. Unfortunately, the Army isn't going to make its recruiting goal. As such, the Secretary of the Army has established a recruiting and retention task force. Also the Chief of the Army Reserve has created a retention effort, which is key as 38% of first term soldiers separate. One of the historically big recruiting incentives was education benefits, but now corporate America is copying that model. Furthermore, only 17% of 18–24-year-olds can enlist without a waiver. We need to focus on readiness...how to maintain readiness...how keep soldiers trained, not going through Power Point slides.

#### **- Lt Gen Healy, Chief, Air Force Reserve**

- Lt Gen Healy stated that everything we do is dependent on resourcing and policy. Recruiting and retention issues are key, we won't make end-strength, and it's tied to resourcing. The Air Force Reserve is more than 2% below expected end strength. Non-prior service accessions are increasing, which costs more money. Tricare for our

Air Reserve Technicians (ART) is important, and it's a large bill for 6,500 ARTs. If we can accelerate Tricare for this duty status sooner than the 8-year projection, it would make a dramatic impact. Duty Status Reform (DSR) is also critical for the Air Force Reserve. Even Professional Staff Members (PSM) on the Hill ask where DSR is...the PSMs want it. Lt Gen Healy is also a huge advocate for restoring the Chairman's Reserve Positions (CRPs), and he noted he would not be where he is without the CRPs. These positions provide opportunities for services to understand that RC Chiefs are service providers to Combatant Commands (CCMD). Finally, he noted the Air Force Reserve is exploring initiatives like AC enlistment contracts with a requirement to serve in the RC after initial enlistment.

**- VADM Mustin, Chief, Navy Reserve**

- VADM Mustin began by noting six areas where he needs RFPB help. First, he stated the declaration of national emergency needs to end as it degrades the readiness of his force. Second, although United States Code (USC) authorities exist, he would like to see some new USC language that discusses the usage of the RC. For example, demand for non-maritime requirements degrades readiness of Navy Reserve and sailors are not trained for these assignments. It also disrupts their dwell. The Chief of Naval Operations agrees there needs to be a transition to strategic depth, yet the Secretary of Defense Operations Book (SDOB) continues to task USNR to non-maritime missions. Third, he would like to examine Title 10 requirements since very few sailors can be wartime ready with only 38 days of training. The operating environment is very different now than when the original USC language was drafted. All services are modernizing their equipment, but we are not modernizing Title 10, and doing so will incur a cost. Fourth, the Navy Reserve is tremendous value at 16% of the cost of the AC Navy. When activated, USNR sailors are on parity with the AC, but for every one period of activation, there are four periods of dwell, resulting in cost savings. We need to reconsider the Reserve for missions that are suited to the Reserve. We should have an objective flow chart to determine what missions are suited for RC. Although we agree to this concept at senior leader levels, we have breakdowns at the Action Officer (AO) level (O-5/O-6). Fifth, for the National Guard and Reserve Equipment Appropriation (NGREA), although the USNR gets 3% of NGREA budget, it is unable to procure what its requirements using NGREA. The USNR needs C-130s and is unable to purchase them using NGREA. Sixth, for recruiting, the USNR will not come close to its goal. The USNR has Training and Administration of Reserves (TAR) sailors managing Reserves and the USNR is limited on bonus incentives. The bonus for TAR is 50% of the active force; there needs to be parity, especially when the airlines are heavily recruiting naval aviators. To mitigate this challenge, the USNR created a new designator for just recruiters but it still needs to determine a way to achieve parity for bonuses.

**- LTG Jon Jensen, Director Army National Guard**

- LTG Jensen noted the Army Guard has a significant sized force, which brings its own competing priorities. They are asked to make their members more accessible, however there were over 100,000 members actively supporting operations. They are as accessible as the SecDef needs them to be, so it is not clear the issues with accessibility. He also noted they do not get fully funded for all their requirements, but their goal is obtain full funding for critical requirements such as the statutory pay accounts of Inactive Duty Training (IDT) and Active Duty Training (ADT), and the recruiting and retention enterprise. He stated that if we do not fully fund recruiting and retention, then we are not prepared for the fully burdened life cycle and further noted the Army Guard manages its own recruiting. A disconnect in the past years from local communities has contributed to recruiting issues and therefore community-based recruiting is the focus now, but it will be contingent on funding. Recruiters are expected to travel and support the recruiting process, but they are expected to fill too many roles. Active Duty for Operational Support (ADOS) orders would help them be able to properly support recruiting. There also needs to be a standardized Military Entrance and Processing Station (MEPS) process. Recruiters are aware that some MEPS have a higher approval rating than others and will drive to the ones they know they can get people through. There is not a standardized process. LTG Jensen also noted the Army Guard currently has a tiered modernization plan and that some units will be modernized with a goal of 2030 and others with expectations of 2040.

**- Lt Gen Loh, Director, Air National Guard**

- The Air National Guard is challenging members to think globally but act locally. Lt Gen Loh noted that divesting legacy platforms means that we need to invest into new innovative missions such as multi-capable airmen. We need to think about policies and procedures to get out of the way of our members. Partnerships and

relationships are our key strengths. Engaging with groups like the RFPB, to improve partnerships is required for success. The Defense Department needs an updated model for the true life cycle cost.

- **RDML Lafferty, Assistant Commandant, Coast Guard Reserve**

- Admiral Lafferty stated that the Coast Guard Reserve is pulled into two directions between DOD and the Department of Homeland Security (DHS). She noted today's Coast Guard is an integrated force and its priorities are people, purpose, and preparation. She stated that it is currently facing an existential crisis where some cutters are only being manned at 60%. To this end, the Coast Guard Reserve is working to expand training to where our people live. It is also discussing what readiness means, especially since it is tasked for missions not always covered by USC. Finally, she stated that the volunteer pool is dwindling.

- **Senior Enlisted Leaders**

- **SGM Foesch** stated that Duty Status Reform is the key to forward progress in the Reserve.
- **CMSgt Williams** agreed that we need to make a connection to the American people to mitigate Recruiting challenges versus simply adding funding to the challenge.
- **SGM Lombardo** stated that the Army Reserve is short on the enlisted side, not on the officer side and that it points to pay and benefits disparities.
- **MCPO Beard** noted that the Coast Guard Reserve persistently combats the narrative that the RC is not as well trained as the AC. He agreed that we must focus on the enlisted corps for recruiting as the USCGR is over-manned in officers. He said they are working to remove barriers to accession, but not necessarily with the needed Reserve focus. Finally, he stated that retention is a leadership issue and that we need to do a better job valuing our people.
- **CMSgt White** stated that there exist internal and external challenges and highlighted some external challenges such as the perceived access and high-cost issues of the AFR, and then asked what we are doing internally. He highlighted that in the AFR, Lt Gen Healy immediately sent out a Task Order directing specific responsibilities down to the individual airman to begin combatting challenges internally. He stated that his will set the AFR on a path to meeting those challenges. He noted we must make deliberate effort to connect with those on the fence about serving. He then asked what we do with the airmen we currently have. He stated that if we have recruiting challenges, then we must retain and that starts with culture as well as holding leaders accountable. Finally, he said we're in this together and won't win alone.
- Ms. Lenihan then asked about recruiting and retention, noting that we have a generation living in the metaverse and asked how connected to those personnel are we? Lt Gen Healy stated that part of solving that challenge lies in improving permeability between the components so we can meet the new demands of life in current society. He also noted that the AFR is currently 50/50 prior/non-prior service and that he would like to see the prior service percentage increase. The Army is focused on it and getting recruiters out to communities to get feedback. The Air National Guard is targeting new avenues for outreach perspective. Lt Gen Loh recommended changing from "total force," and that we should communicate the concept but use a new phrase that better describes the integration of the RC.
- Ms. Roth-Douquet asked what the experience is like for a person interested in joining a service to navigate recruiting. The panel answered that most people have a referral process and noted that it would be helpful to have a pool that all recruiters can engage with, however, a lot of recruiters will recommend possible applicants to other services if they are not the best fit. There would be benefits to one service recruiting, but one recruiter that tries to recruit for all branches would be difficult to manage with how different the branches are. We also need to focus on retaining those currently serving. Money and time have been invested into their skillsets and we need to develop ways to help retain them better. One way to accomplish this is by looking at partnerships with companies that compliment members getting out of specific fields that can allow them to be retained in the service and have a job that would support the work in the reserve. The Navy Reserve stated that they are very dissatisfied with the results of recruiting and VADM Mustin wants to see creative output.

**1205 – Board in recess for lunch**

**1300 – Ms. Stephanie Miller, Deputy Assistant Secretary of Defense for Military Personnel Policy**

- Ms. Miller briefed the challenges to recruiting and retention in today's environment. She stated the

Service's recruiting programs are facing perhaps the greatest challenges since the inception of the All-Volunteer Force. She went on to say that 2023 will be even more challenging than 2022 and that doing more of the same will not be sufficient. She noted that only the USMC Reserve made their recruiting initiative and that the RC has not made goal for several years while the AC has been able to make goal. Although the USMCR was able to make their goal, they have a limited debt pool. They also do not have the same recruiting numbers as other branches which has also helped them to attain those levels. She went on to brief her goals as a revision to allow access once a month with high schools, enhancement of data collection, and legislation permitting DACA recipients to enlist on par with legal permanent residents, which would provide and honorable service pathway to citizenship. She stated that a partnership with RFPB could help with advocacy on the Hill, increase RC engagement, expand knowledge to help people understand what military service is, engage with the community.

#### **1400 - Subcommittee break-out sessions**

#### **1515 – Subcommittee Chair updates to the Board**

- Honorable Debra Wada (Personnel Policy Chair) briefed that her sub-committee will begin focusing on Recruiting and Retention and initiatives to help Services reconnect with the American People.
- Honorable Dr. Paul Stockton (Homeland Defense and Support to Civil Authorities Chair) briefed that he had met with leaders in the electrical grid sector and stated that there is a desire to work with the RC to protect critical infrastructure against cyber-attacks. He stated that subcommittee's priorities will focus on increased Reserve Component roles for "fort to port" initiatives and strengthening deterrence by denial.
- Ms. Loren Schulman (Total Force Integration Chair) reiterated that her subcommittee will focus on a new Total Force Policy.

#### **1600 – RFPB Closing Remarks**

- Chairman Punaro thanked everyone for their attendance and stated that the next meeting will occur on 7 Dec 22.

#### **1615 – Meeting Adjourned**



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