



Office of the Secretary of Defense
Reserve Forces Policy Board
Quarterly Meeting Minutes
Wednesday, 5 June, 2013



Location of Meeting: SecDef Conference Room 3E863 (Pentagon)

Members Present

1. MajGen Arnold Punaro, USMCR (Retired) - Chairman
2. MG Marcia Anderson, Deputy Chief Army Reserve (IMA), Office of the Chief, Army Reserve
3. SGM Michael Biere, USAR - Enlisted Military Advisor to the Reserve Forces Policy Board (Non-voting)
4. VADM John Cotton, USN (Retired)
5. Maj Gen Michael Edwards, Air National Guard, The Adjutant General of Colorado
6. The Honorable Grier Martin, Member North Carolina House of Representatives
7. Ms. Paulette Mason - Delaware Chair, Employer Support of the Guard and Reserve
8. Dr. John Nagl, Minerva Fellow, US Naval Academy
9. Mr. Sergio Pecori - President & Chief Executive Officer of Hanson Professional Services Inc.
10. RADM Russell Penniman, USN, Reserve Deputy Commander & Chief of Staff, U.S. Pacific Fleet
11. Lt Gen James E. Sherrard III, USAFR (Retired)
12. Maj Gen James Stewart, USAFR - Military Executive of the Board (Non-voting)
13. The Honorable Gary (Gene) Taylor - Former Congressman from Mississippi
14. Ms. Maria Vorel, Retired FEMA Disaster Operations Coordinator
15. RADM John Welch, US Coast Guard Reserve

Invited Guests

1. Ms Janet St. Laurent, Government Accountability Office
2. Mr. Richard Wightman, Jr., Acting Assistant Secretary of Defense for Reserve Affairs
3. Lt Gen Joe Lengyel, Vice Chief of the National Guard Bureau
4. Mr. Paul Patrick, DASD (Readiness, Training and Mobilization)
5. Ms. Elizabeth Wilson, DASD (Manpower & Personnel)
6. MG Scott Gorske, Assistant to CJCS for National Guard Matters
7. MG William Wofford, Nominated Board Member
8. Rear Admiral John Acton, USCG(Ret), Department of Homeland Security
9. MG R. Martin Umbarger, ARNG, Departing Board Member
10. SGM Gary Martz, Departing Enlisted Military Advisor to the Chair of the RFPB
11. MG John A. Davis, USA, Senior Military Advisor for Cyber to the USD (Policy)
12. LtGen Jon M. Davis, USMC, Deputy Commander, U.S. Cyber Command
13. Dr. Matthew J. Schaffer, Deputy Director, Analysis and Integration, Office of the Director, CAPE
14. General John F. Kelly, USMC, Commander, U.S. Southern Command
15. The Honorable Jessica L. Wright, Acting Under Secretary (Personnel & Readiness)
16. Dr. Paul N. Stockton, Former ASD for Homeland Defense and Americas' Security Affairs
17. The Honorable Martin J. O'Malley, Council of Governors Co-Chair & Governor of Maryland
18. MG Timothy E. Orr, USARNG, The Adjutant General of Iowa

RFPB Staff

1. CAPT Steven Knight, USN (DFO)
2. Col Reidar Larsen, USMCR
3. COL Timothy Lynch, USAR
4. COL Robert Preiss, ARNG

5. Col Mary Salcido, ANG
6. LT Alisa Harkins, USCGR
7. SMSgt Joyce Voyles, USAFR
8. SFC Ivalisse Rivera-Moya, USAR
9. Mr. Paul Briggs, DoD Contractor
10. Mr. Alexander Sabol, DoD Civilian
11. Mr. Matthew Cade, DoD Intern
12. Ms. Katherine Lewis, DoD Intern

Public Observers

1. Master Chief Mark Allen, USCGR
2. Ms. Erin Cohan
3. Mr. Glen Chancellor
4. Maj Doug Dickson
5. Mr. Brent Feick
6. LCDR Joseph Foley, USGC
7. Mr. Jason Forrester
8. CDR Gwen Graves
9. Mr. Doug Hoelscher
10. Mr. Adam Martin
11. BGen Muriel McCarthy, USAFR
12. LtCol Michael Nichols, USMCR
13. Mr. Terry OConnell, Former RFPB Chairman
14. COL Troy Perry, USA
15. Mr. Keith Peterson
16. Mr. Richard Robichaud
17. Mr. David Rosenblum
18. Lt Col (Ret) Julie Small, ANG
19. Ms. Alison Solomon
20. Mr. Milt Sumrall
21. Mr. James Williams
22. LTC Bernd Zoller, USAR
23. Maj Gen (s) Shelia Zuehlke, MA to CDRUSCYBERCOM, DIRNSA, Chief CSS

0800 – With the consent of the DFO, Chairman Punaro called the Reserve Forces Policy Board to order and provided the following Administrative Announcements to the Board:

- Chairman announced - As required by the Federal Advisory Committee Act (FACA), the Designated Federal Officer is present and has pre-approved the opening of this meeting and its agenda.
- The Chairman welcomed members and guests.
- The Chairman offered thoughts on the current fiscal environment.

0815 - Military Executive provided additional administrative announcements to the Board.

- Welcomed guests, members, and recently assigned Board Staff.
- Updated members on the Board's Annual Meeting scheduled for September 5, 2013.

0820 - Chairman Punaro administered the Oath of Office to new board members Lieutenant General (Retired) James E. Sherrard III and Sergeant Major Michael E. Biere.

0822 - Chairman Punaro presided over awards ceremony for departing board members Major General Martin Umbarger and Sergeant Major Gary Martz.

0830 - Board transitions to business in Closed Session.

- Chairman Punaro directed preparation of the room for transition to the closed session.
- The Chairman announced - "As publicly announced in the Federal Register, the Reserve Forces Policy Board now moves into CLOSED SESSION. I ask that any members of the General Public now leave the room and that the Designated Federal Officer assure me that only authorized persons with appropriate security clearances are in the room. Once I have that assurance, we will proceed."
- The DFO confirmed that only authorized persons with appropriate security clearances were in the room.

The RFPB commenced business in closed session.

- Deputy Director, Analysis and Integration, Office of the Director, Cost Assessment and Program Evaluation Remarks - Dr. Matthew J. Schaffer

Dr. Schaffer commented on the Reserve Forces Policy Board Cost Methodology Report, the CAPE AC/RC Report, the Strategic Choices and Management Review, and the impacts of current and future fiscal challenges.

- Commander, U.S. Southern Command Remarks - General John F. Kelly, USMC

General Kelly discussed threats and opportunities in Southern Command and the role Reserve Components play supporting theater engagement activities.

- Deputy Commander, U.S. Cyber Command Remarks - Lieutenant General Jon M. Davis, USMC

Lieutenant General Davis described U.S. Cyber Command's efforts to organize, man, and train forces capable of countering the growing number of threats in the cyber domain.

- Acting Under Secretary (Personnel & Readiness) Remarks - The Honorable Jessica L. Wright

Ms. Wright commented on the on-going challenges associated with sexual assault in the military, suicides, the effects of sequestration, and Department of Defense and Department of Veterans Affairs collaboration.

- Senior Military Advisor for Cyber to the Under Secretary of Defense (Policy) Remarks - Major General John A. Davis, USA

Major General Davis described the Department of Defense's Strategy for Operating in Cyberspace and offered an assessment of progress made in each of the Department's five Strategic Initiatives.

- Former Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs Remarks - Dr. Paul N. Stockton

Dr. Stockton proposed several homeland-related matters that he felt the RFPB should examine for potential recommendations to the Secretary of Defense. These included refining procedures for using the Title 10 Reserve Components for disasters under authority of 10 USC 12304a; the need for

improved situational awareness by Dual Status Commanders; better planning for use of Reserve Component capabilities to provide emergency electric power in Sandy-scale disasters; building on the capacity of National Guard State Partnership Programs to help partner nations strengthen their own CBRNE capabilities; and determining the minimum level or "floor" Defense capability that must be maintained inside the US to support civil authorities in emergencies.

- Council of Governors Co-Chair Remarks - The Honorable Martin J. O'Malley, Governor of Maryland and MG Timothy E. Orr, The Adjutant General of Iowa on behalf of The Honorable Terry E. Branstad, Governor of Iowa

Governor O'Malley and MG Orr discussed the Council of Governors, its organization, role and interactions with the Department of Defense. They further discussed the role of the National Guard and Reserve in the Homeland; the development of requirements and resourcing for Homeland related requirements; and the impacts of sequestration.

1408 - Board concluded business in Closed Session.

1420 - Board commenced business in Open Session.

1420 - VADM (Ret) John Cotton, Subcommittee Chair, provided an update from the Subcommittee on Ensuring a Ready, Capable, Available and Sustainable Operational Reserve.

- VADM (Ret) Cotton provided an update on the subcommittee's previous recommendations from the December 2012 Board Meeting.
- While updating the Board on the recommendation to define the phrase, "Operational Reserve", Chairman Punaro noted that the phrase wasn't originally developed by the Board. He noted that previous Secretaries, including Secretary Panetta, first used the phrase. Thus, it is the opinion of the Chairman and recommended by the Board that the phrase be properly defined.
- Mr Patrick commented that the DOD Directive 1200.17 "Managing the Reserve Components as an Operational Force" is currently being rewritten (as part of a normal update) and should incorporate an appropriate definition.
- Chairman Punaro suggested the subcommittee monitor the effort to rewrite DOD Directive 1200.17.
- Additionally, VADM (Ret) Cotton presented subcommittee recommendations on the inclusion of National Guard Bureau leaders in the DoD BRAC governance structure.
- He noted that the CNGB was not included in the formal 2005 BRAC governance structure and that the CNGB has a unique role to advise on "matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions."
- He also pointed out that there were a number of legal challenges to DoD's recommendations related to the Air National Guard.
- He posited that the inclusion of the CNGB in the DoD Governance structure could have eliminated, reduced, or greatly mitigated those legal challenges.
- Therefore, the subcommittee made the following recommendations:

Recommendation #1

The Secretary of Defense should direct the Under Secretary (Acquisition, Technology and Logistics) to include the Chief of the National Guard Bureau as a member of the Department's Base Realignment and Closure (BRAC) Infrastructure Executive Council, or a similarly constituted body,

during future BRAC rounds to advise on matters involving non-federalized National Guard forces in support of homeland defense and civil support missions and the facilities, land, and airspace required to provide that support.

Recommendation #2

The Secretary of Defense should direct the Under Secretary (Acquisition, Technology and Logistics) to include the Vice Chief of the National Guard Bureau as a member of the Department's Base Realignment and Closure (BRAC) Infrastructure Steering Group, or a similarly constituted body, during future BRAC rounds to advise on matters involving non-federalized National Guard forces in support of homeland defense and civil support missions and the facilities, land, and airspace required to provide that support.

- Chairman Punaro highlighted that the recommendation pertains to the National Guard in a non-federalized status, and therefore, does not conflict with Service Secretary or Service Chief responsibility to provide advice on the use of the National Guard in a Federal role.
- A motion was made to forward the recommendation to the Secretary of Defense. The motion was seconded and approved by the Board without objection.

1440 – Ms. Paulette Mason, Subcommittee Chair, provided an update from the Subcommittee on Supporting Service Members, Families and Employers.

- Ms. Paulette Mason provided an update to the Board regarding the recent recommendation to direct the DOD staff to provide a Unified Legislative Budget (ULB) proposal supporting on-going legislative efforts by Congress to remove the distinctions between “Active Duty” and “Inactive Duty” as they apply to the Survivor Benefit Plan and Reserve Component Survivor Benefit Plan.
- Ms. Mason highlighted that in the recommendation, the Board noted that this issue is easily resolved if the number of reserve component member duty statuses are reduced, as recommended by a number of past studies including our own.
- Ms. Mason also noted that on April 26, 2013 Congressman Chaffetz submitted H. R. 1770 seeking to “amend title 10, United States Code, to eliminate the different treatment under the Survivor Benefit Plan accorded members of the reserve components who die from an injury or illness incurred or aggravated in the line of duty during inactive-duty training, compared to members of the Armed Forces who die in the line of duty while on active duty.”

1445 – Maj Gen Mike Edwards, Subcommittee Chair, provided an update from the Subcommittee on Enhancing DoD's Role in the Homeland.

- Maj Gen Edwards recognized the significant contributions of MG Umbarger, departing Chair of the Homeland Subcommittee.
- He stated that the subcommittee currently has one open matter under review - funding for Presidential Nominating Conventions as raised by the Florida TAG. He expressed his intention to expand the scope of the matter under consideration to cover funding for National Security Special Events (NSSEs), rather than only Presidential Nominating Conventions.
- Chairman Punaro stated that there will always be requirements for National Security Special Events and DoD will always support them. He further noted that DoD knows support to these events will have to be funded. He urged the subcommittee to consider innovative funding approaches such as that provided under the Defense Working Capital Fund.

1448 - MG Marcia Anderson, Subcommittee Chair, provided an update from the Subcommittee on Creating a Continuum of Service.

- MG Anderson provided members with the current status of subcommittee recommendations from its April 2012 report on “Avoiding Past Drawdown Mistakes to Enhance Future Total Force Capabilities.”
- She rearticulated her subcommittee’s past recommendation to reduce the number of Reserve Component Duty Statuses and noted that the Department has yet to take definitive action.
- Therefore, the subcommittee offered the following recommendation on this topic:

Recommendation #1 (As modified and agreed to by the Board)

- The Secretary of Defense should direct the Under Secretary (Personnel and Readiness), in concert with the Service Secretaries, to jointly develop a plan to revise and reduce duty status policies and authorities which fall under their purview, and further propose necessary statutory modifications to Congress within one year.
- The Chairman asked which senior defense official had functional responsibility for the issue.
- MG Anderson responded that the issue belonged to the Under Secretary for Personnel and Readiness. Ms. Elizabeth Wilson (ASD/RA) confirmed that the issue belonged, functionally, to the Under Secretary for Personnel and Readiness, but also with the Assistant Secretary of Defense for Reserve Affairs.
- The Chairman asked about sources of resistance to implementing the proposed reduction in the number of duty statuses.
- Ms. Elizabeth Wilson further commented on the complexity of the challenge to implement the recommendation and a number of specific issues, including the need to update pay and personnel automation systems and the significant effort required for policy revision. She added that parallel entitlement reform efforts further complicate implementation.
- Hon. Grier Martin noted that the SECDEF Strategic Task Group is inclined to make a similar recommendation.
- Dr. John Nagl suggested the recommendation be modified to direct action by “USD (P&R) in concert with the Service Secretaries.”
- Further discussion on the topic revealed that some duty statuses are guided by policy and not necessarily by statute.
- A motion was made to forward the recommendation, as stated above, to the Secretary of Defense. The motion was seconded and approved by the Board without objection.
- Finally, MG Anderson updated members on DoD efforts to accommodate the realities of the operational RCs by providing an accurate and complete summation of military personnel service. Ultimate goal – provide members with a Virtual Lifetime Electronic Record.

1505 – Hon. Grier Martin, Task Group Chair, provided an update from the SECDEF Strategic Question Task Group.

- Hon. Martin reminded members of the tasking and context for the work of the Task Group.
- He presented, and members discussed, a working description of a “Strong Reserve”. Members initially agreed with the following, while holding the topic open for further comment: “A trained, equipped and ready Reserve Component that is accessible, available, and flexible to provide operational forces for peacetime and wartime mission requirements to satisfy the range

of missions called for by the national command authority, Combatant Commanders, and Governors.”

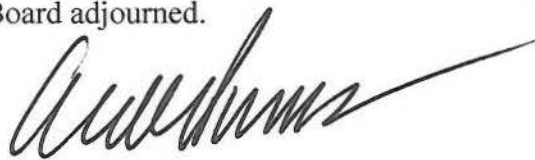
- Additionally, the Board discussed the following summary of observations of a “Strong Reserve”:
 - Improve AC/RC Integration - the Department should expand and enhance integration between its Active and Reserve Components.
 - Plan for Continued Operational Use - the Department should, plan, program, and budget for continued operational use of the Reserve Components as part of the Operational Force.
 - Reform Duty Status Authorities/Policies - working with Congress, the Department should reduce the number of Reserve Component duty statuses.
 - Ease Service Member Duty Status Transitions - working with Congress, the Department should revise authorities, policies and practices to allow for the seamless transition of service members between components of their Services and Reserve Component duty status categories.
 - Improved Readiness and Use of Individual Reservists - the Department should improve the readiness of obligated individual reservists and plan for their use to more efficiently use pre-trained manpower.
 - Adapt Training Authorities for a new Era - working with the Congress, the Department should adapt authorities to provide the pre-mobilization training time (Annual Training) necessary for enhanced readiness of Reserve Components units in the Operational Force.
 - Modernize RC Equipment - working with the Congress, the Department should adapt authorities to provide the pre-mobilization training time (Annual Training) necessary for enhanced readiness of Reserve Components units in the Operational Force.

1535 – Mr. Sergio Pecori, Task Group Chair, introduced the newly established RFPB Cyber Policy Task Group.

- Mr Pecori advised members that Chairman Punaro signed a tasking letter establishing the task group on 29 April 2013.
- He noted that the key issue to be considered by the Task Group is the extent to which DoD Cyber capabilities should be established within RC force structure.
- He advised the Board that Task Group membership included Gen (Ret) John Handy, RADM Russell Penniman, Hon. Gene Taylor, and MajGen (Ret) Leo Williams.
- Finally, Mr Pecori provided his vision for the way ahead and noted that the Task Group would present its proposed work plan to the Board at the September 2013 meeting.

1537 - RFPB concluded business in Open Session.

1540 - Meeting of the Reserve Forces Policy Board adjourned.



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