

Fiscal Year 2017 Report of March 7, 2018 Closed Meeting
of the Office of the Secretary of Defense Reserve Forces Policy Board
Under Section 10(d) of the Federal Advisory Committee Act

1. The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on March 7, 2018 in Room 3E863.
2. A portion of the meeting was closed to the public from 7:55 a.m. to 1:50 p.m. The meeting was closed in accordance with provisions outlined by the Government in the Sunshine Act, as amended by 5 U.S.C. § 552b(c)(1) and the Federal Advisory Committee Act (FACA), as amended by 5 U.S.C. Appendix (Executive Order 13526 – Classified National Security Information). The agenda items covered during this period were the presentations from the Deputy Assistant Secretary of Defense for Strategy and Force Development; the Under Secretary of the Air Force; the Institute for Defense Analysis; the Under Secretary of Defense for Personnel and Readiness; the Special Assistant to the Director of the Army National Guard; and the Assistant Secretary of Defense for Homeland Defense and Global Security. Secret level discussions are likely as they address military operations; readiness, availability, use, and performance of the National Guard and Reserve; and the future strategies for their use. The unclassified summary of each of the presentations is provided below:

a. Army National Guard 4.0

Brigadier General Robert A. Moore, ARNG, Special Assistant to the Director, Army National Guard

- BG Moore discussed the new Army National Guard's ARNG 4.0 concept which is aimed at increasing the Army National Guard's (ARNG) overall combat readiness over time through multiple organizational and cultural changes.
- He stated that since the early '70s, the ARNG has embraced three periods of significant change, and that ARNG 4.0 is the fourth era of change which is intended to prepare the ARNG as the operational combat reserve of the Army and to quickly and effectively meet the security challenges of the 21st century.
- He said that the Department of the Army directed that the ARNG provide increased combat and enabling capability more rapidly in order to decrease Army risk in meeting Operational Plans and emerging contingency requirements.
- He then briefed that in support of this directive, the ARNG developed ARNG 4.0 to strengthen the role of the ARNG within the Army Total Force, and explained that this concept is a shift in the organization's paradigm and focuses on enhancing the combat readiness of select critical capabilities now while posturing the remaining ARNG force to enhance its readiness over time.
- BG Moore showed that ARNG 4.0 includes initiatives that:
 - Enhance readiness in capabilities such as enablers in the Army's emergency response force, air and missile defense, fires, armor and Stryker brigade combat teams (BCTs) and attack reconnaissance battalions (Apache).
 - Conduct four combat training center (CTC) rotations a year in order to produce four BCTs at company level proficiency; associated critical enablers trained to level organized; provide 55,000 Soldiers in the available year.

- Increase unit strength in priority units in order to achieve 95 percent availability for deployment.
- Partner with active Army and Army Reserve in the Associated Units Pilot Program.
- Improve individual Soldier readiness to increase availability for mobilization. Developing more dynamic and innovative leaders to meet growing demand.
- Leverage ARNG installations and facilities to increase readiness.
- Re-station force structure.
- Increase soldier incentives and supporting enhanced employer incentives.
- He briefed that some of the initiatives of ARNG 4.0 have already begun. He further stated that a national communications campaign will begin this summer with a major push planned for the start of the fiscal year. He then briefed that select ARNG units may increase their regular training schedules beyond the traditional 39 days a year.
- BG Moore concluded the brief by saying that the ARNG will continue to support the current and future fight while supporting overseas deployment for training and strategic overseas exercises to support combatant commanders and reassure the nation's allies.

b. Under Secretary of the Air Force

The Honorable Matthew P. Donovan,

- Secretary Donovan opened his talk with a brief history of the Total Force concept in the Air Force. The Air Force has been using the Total Force for quite some time. Today, the Air Force is totally integrated and must be a totally integrated team from top to bottom.
- Secretary Donovan mentioned that the implementation of the recommendations provided by the National Commission on the Structure of the Air Force were paying off in several areas. One example he gave was the integration of RC GOs at the headquarters staff level.
- He also discussed the recently released National Defense Strategy and its implications for the Air Force across all components. One thing it does is set the stage for the future use of the RC.
- Secretary Donovan discussed the AFERX, established in 2017 by the SECAF and reporting to the Vice Chief of Staff of the Air Force. The program serves as a catalyst for agile Air Force engagement across industry, academia, and non-traditional contributors to create transformative opportunities and foster an Air Force culture of innovation. They seek to “get to the things we don’t even know we need yet.”
- Finally, Secretary Donovan discussed some of the personnel challenges in the Air Force. Those include such things as recruiting and retention, increasing permeability, a change in the culture of how the personnel system works, and DOPMA/ROPMA reform.

c. The Chief of Staff, Office of the Under Secretary of Defense for Personnel and

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Ms. Pamela Powers

- Ms. Powers stated that P&R was focused on Secretary Mattis' priorities of restoring readiness while building a more lethal force, strengthening alliances as we attract new partners, and bring business reforms to DoD. She also noted that readiness is aligned with the National Defense Strategy (NDS).
- She noted that implementation goals for the NDS do address the Reserve Component, and spoke about initiatives regarding enhanced close-combat capability for Army and Marine ground forces, reducing the number of non-deployable service members, and workforce rationalization for civil service employees within the Department.
- Ms. Powers talked about leveraging the Reserve Component through operational employment in order to reduce strain on the Active Component. P&R will also be looking at DOPMA/ROPMA reforms, policies and strategies to more effectively manage the force, and initiatives to better support families.
- She then turned the discussion to retention challenges, which she stated will likely get worse as benefits such as GB bill transferability and the new Blended Retirement System are rolled out. She noted that ever increasing personnel costs must be dealt with.
- Chairman Punaro stated to her that Congress must be convinced that DoD is using money wisely, and that the Force must be more lethal, and that the high-number of non-deployable service members needs to be reduced.
- Dr. Warren noted that contracted medical support, when funded, had a definite positive impact on readiness.
- Maj Murnane stated that too much time is dedicated toward annual training requirements that don't necessarily contribute to readiness.
- Ms. Penrod presented an issue that resulted in an extended discussion regarding the Reserve Components not having an exemption to continue training during government shutdowns.
- Ms. Powers concluded her brief by saying that the recent addition of TAMP and TRICARE Select benefits to 12304(b) mobilization authority were success stories for the Reserve Component.

d. Institute for Defense Analysis report on RC performance in OEF

Mr. Joe Adams

- Mr. Adams provided an overview of IDA's findings in Phase II of their operational effectiveness study on the Reserve Components during Operation Enduring Freedom.
- Mr. Adams noted almost no differences in performance between active and reserve component forces in Afghanistan as detailed by trends in SIGACTs, activity levels, mission profiles, and measures of interest for IED's and direct fire attacks.
- Substantial RC contributions were identified in interviews with senior leaders. In early stages of the war there was a lack of component familiarity in terms of people and capability.

- Other significant issues included RC communications equipment and modernization issues which lagged behind their AC counterparts as well as training differences.

e. Role of the Reserve Component in the National Defense Strategy

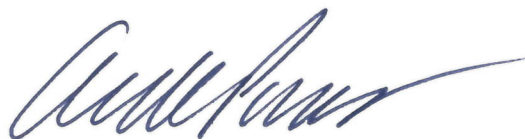
Mr. Elbridge A. Colby, Deputy Assistant Secretary of Defense for Strategy and Force Development

- Mr. Colby presented key elements in his review of the 2018 National Defense Strategy (NDS) and the integration of the Reserve Components' forces within the strategy.
- Secretary Colby explained that the new NDS not only effectively manifests the military aspects of the National Security Strategy, but that the NDS also recognizes and addresses the competitive space short of armed conflict that now characterizes the strategic environment.
- He briefed that whereas past strategies have focused to a significant extent on actual military threats of near term immediacy, especially since 9/11, that the new NDS seeks to prioritize military capabilities and resources, in coordination with the other elements of national power, to deter potential adversary actions counter to US interests.
- He explained that the key concepts of Dynamic Force Management and the Global Operating Model are expected to improve the responsiveness of US force posturing and employment.
- Mr. Colby concluded by stating that detailed NDS implementation guidance will be forthcoming.

f. Assistant Secretary of Defense for Homeland Defense and Global Security

The Honorable Kenneth P. Rapuano

- Secretary Rapuano's discussion was mostly classified and revolved around the role of the National Guard and Reserve Components in meeting future challenges related to Homeland Defense and Global Security.
- The outline of the discussion walked through a "day in the life" of his office with respect to critical challenges involving: Defense Support to Civilian Authorities (DSCA); Chemical/Biological/Radiological/Nuclear/Explosive (CBRNE) material attacks; Space; Cyber Security; Counter Weapons of Mass Destruction (WMD), Continuity of Operations (COOP); Continuity of Government (COG); and Mission Assurance.
- The board was intrigued with a discussion about the differences between "Cyber Deterrence" and "Nuclear Deterrence" regarding how cyber is a medium vice a weapon.
- Chairman Punaro thanked Secretary Rapuano for taking the time to address the Board and his support of reserve forces.



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