



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



**Wednesday, March 7, 2018**  
**Location of Meeting: Pentagon Room 3E863**

**Members Present**

1. Major General Arnold Punaro, USMCR (Ret) – Chairman, Reserve Forces Policy Board
2. Sergeant Major Michael Lewis ARNG - Enlisted Military Advisor to the RFPB (Non-voting)
3. Lieutenant General David Barno, USA (Ret), Distinguished Practitioner in Residence, American University's School of International Service (SIS) Faculty
4. Dr. Nora Bensahel, Distinguished Practitioner in Residence, American University's School of International Service (SIS) Faculty
5. Major General Daryl Bohac, ANG, Adjutant General, Nebraska National Guard
6. Major General Lewis Irwin, Commanding General, Deputy Chief of the Army Reserve
7. Mr. Brett Lambert, Vice President for Corporate Strategy, Northrop Grumman Corp
8. Major General Walter Lord, Military Executive (Non-Voting), Reserve Forces Policy Board
9. Major General Timothy Orr, ARNG, Adjutant General, Iowa National Guard
10. Lieutenant General Charles Stenner, USAFR (Ret)
11. Doctor Charlotte Warren, President, Lincoln Land Community College
12. Major General Burke Whitman, USMCR
13. Major General Cornell Wilson, Jr, USMCR (Ret)
14. Major General Sheila Zuehlke, USAFR, (Ret)
15. Major General Blake Ortner, ARNG (Non-voting)
16. Major General A.C. Roper, USAR

**Invited Guests**

1. Mr. Joe Adams, Institute for Defense Analysis
2. Mr. Dennis Biddick, DASN M&RA/Total Force Integration
3. Mr. Elbridge A. Colby, Deputy Assistant Secretary of Defense for Strategy and Force Development
4. The Honorable Matthew P. Donovan, Under Secretary of the Air Force
5. Major Craig Neuman, USAF, Office of the Under Secretary of the Air Force
6. Mr. Jimmy Thomas, Advisor to the Under Secretary of the Air Force
7. Brigadier General Tamhara Hutchins-Frye, Office of the Executive Director Air National Guard
8. Mr. Matt Dubois, DASD RI (Reserve Integration)
9. Brigadier General Robert A. Moore, ARNG, Special Assistant to the Director, Army National Guard
10. Major General Patrick Murphy, ARNG, Director National Guard Bureau Staff (DJS)
11. Ms. Virginia Penrod, Acting ASD M&RA
12. Ms. Pamela Powers, Chief of Staff, Office of the Under Secretary of Defense for Personnel & Readiness
13. SMSgt Kevin Krohn, USAFR, Senior Enlisted Leader, Office of the Under Secretary of Defense for Personnel & Readiness
14. General Craig McKinley, ANG, (Ret) National Chairman, Employer Support of the Guard and Reserve (ESGR)
15. Mr. Raymond Rees, Deputy Assistant Secretary of the Army, Manpower & Reserve Affairs
16. The Honorable Kenneth P. Rapuano, Assistant Secretary of Defense for Homeland Defense and Global Security

**RFPB Staff**

1. Colonel Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Captain Matt Berta, USN
4. Colonel Eric Folkestad, USAR
5. Colonel Matt Groves, ANG
6. Colonel Bill Hersh, ARNG
7. Colonel Chris Larrabee, ARNG
8. LT James McKnight, USCGR
9. LT Raquel Brown, USCGR
10. Ms. Sonya Strader-Cherry, Administrative Assistant
11. Sergeant First Class Jay Brown, ARNG
12. Sergeant First Class Yolanda Gomez, USAR

**RFPB Consultants**

1. Colonel Mark Cancian, USMCR (Ret)
2. Major Jason Kim, USAR
3. Lieutenant Commander, Lena Moore, USN
4. Major Austin Murnane, USMCR

**The RFPB Fellows Society/Alumni**

1. Major General Larry Taylor, USMCR (Ret)

**Other Guests**

1. Rear Admiral Russel Allen, USN, Chairman, Navy National Reserve Forces Policy Board
2. Brian Arakeliar, Office of the Under Secretary of Defense for Policy
3. Commander DeWuan Booker, USN, Special Assistant Navy Reserve, Office of the ASST SECNAV M&RA/Total Force Integration
4. Major General Phillip Churn, ARNG, Assistant Chairman Joint Chiefs of Staff/RC Matters
5. Honorable William Chatfield, Special Assistant OASD P&R
6. Daniel Elkins, Legislative Director, Enlisted Association of the National Guard of the United States
7. Mr. Lernes J. Hebert, Principal Director for Military Personnel Policy
8. Brigadier General Farris Hill, Director, Reserve Policy Integration, AF-RE
9. Captain Eric Johnson, USN, Reserve Integration/OASD/M&RA
10. Ms. Susan Lucas, Director Legislation & Military Policy, Reserve Officers Association
11. Colonel John Moreth, USA, Reserve Integration/OASD/M&RA
12. Mr. Josh Myerson, Strategic Policy Analyst, NG-J52, Contractor (ITA International)
13. Captain Juliet Perkins, USN, Director Integration, Employer Support of the Guard and Reserve
14. Mr. Scott Sharp, Strategic Planner, NGB-RMA (ARNG-PA&E)
15. Major Renee Rausch, ANG, Iowa ANG
16. Mr. John Rothrock, Reserve Officer Association
17. Mr. Todd South, Military Times

**Army Audio Visual Team & Photographer**

1. Specialist Christopher Brumbelon, USA, Army Audio Visual Team
2. Mr. Darrell Hudson, USA, Army Photographer
3. Mr. Joseph Lawson, USA, Army Audio Visual Team
4. Mr. Leopold Medina, Jr. Army Audio Visual Team
5. Specialist Trevor Wiegel, USA, Army Photographer

**The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on March 7, 2018 in room 3E863.**

**0730– RFPB Administrative Business Opening Remarks**

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

- Chairman Punaro administratively opened the Board to conduct required administrative business. He welcomed members, new members, and nominated members, staff, and invited guests.

**0735 – Opening Remarks by Military Executive, Reserve Forces Policy Board**

**-Major General Walter Lord, ARNG**

- MG Lord provided additional administrative announcements to the Board and noted the meeting was being recorded.

**0740 – Award for MG Lord, MG Irwin, and Col Groves**

MajGen Arnold L. Punaro, USMCR (Ret), Chairman, RFPB

- Chairman Punaro presided over an awards ceremony for departing Board members MG Walt Lord, MG Lewis Irwin, and supporting staff Col Matt Groves.

**\*\*Start of Closed Meeting\*\***

**\*\*Closed Meeting due to Classified Content\*\***

**0755 – Chairman’s Welcome and Opening Remarks**

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

**-Mr. Alex Sabol, Designated Federal Officer’s Remarks**

- The Chairman called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the Designated Federal Officer was present and had pre-approved the opening of the meeting and the agenda.
- The Chairman announced the meeting was closed to the public and noted no persons had submitted requests to appear before the Board. The Chairman asked if anyone present wished to address the Board and no one indicated a desire to do so.

**0800 – 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.
- He 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.

#### **0900 – 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.

#### **0950 – Break**

#### **1000 – Chief of Staff, Office of the Under Secretary of Defense for Personnel and Readiness**

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 conclude 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.

#### **1045 – 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.

#### **1130 – Break**

#### **1200 – 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.

#### **1300 – 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.

**\*\*End of Closed Meeting\*\***

**1350 – Break**

**\*\*Start of Open Meeting\*\*  
(Unclassified)**

**1400 – Chairman’s Welcome and Opening Remarks**

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

**-Mr. Alex Sabol, Designated Federal Officer’s Remarks**

- The Chairman called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the Designated Federal Officer was present and had pre-approved the opening of the meeting and the agenda.
- The Chairman announced the meeting was open to the public and noted no persons had submitted requests to appear before the Board. The Chairman asked if anyone present wished to address the Board and no one indicated a desire to do so.

**1405 – Subcommittee Updates**

**➤ 1417 – Subcommittee on Supporting & Sustaining Reserve Component Personnel**

Lieutenant General Charles E. Stenner Jr., USAFR(Ret), Subcommittee Chair,

- Lt Gen Stenner provided the following updates to the RFPB on the Subcommittee’s six proposed recommendations to the Secretary of Defense
  - Lt Gen Stenner began his discussion by presenting a vote on the Subcommittee’s recommendation to approve a statement of support concerning the ongoing efforts of the OUSD P&R regarding Duty Status Reform. Dr. Bensahel moved, Maj Gen Bohac seconded, and the Board unanimously approved it.
  - He presented a second vote on The Subcommittee’s recommendation to approve a statement of support for the co-sponsored National Guard Bureau’s and OASD Manpower & Reserve Affairs Reserve Integration’s study on Reserve Component Travel Allowance. Dr. Bensahel moved, LTG Barno seconded, and the Board unanimously approved the recommendation.
  - He then recommended a third vote on the subcommittee’s recommendation regarding the reinstatement of the statutory requirement for the 3-star rank of the RC Chiefs. Citing a concern about “special pleading,” the chairman recommended a deferral of this recommendation. LTG Barno also suggested to amend the recommendation such that the language aligns with a recently released RAND review of G/FO requirements for 3-stars. The Board unanimously approved for deferral for further review and action.

- Lt Gen Stenner presented a fourth vote on Subcommittee's recommendation on updating the Board's recommendation from the June 2017 meeting to support legislation that would allow RC service members with fully-maximized 401k plans to also fully participate in the Thrift Savings Plan portion of the new Blended Retirement System. LTG Barno moved, MG Orr seconded, to vote, and the board unanimously agreed.
- He presented a fifth vote on Subcommittee's recommendation on the recommendation from the June 2017 meeting to support the GI Bill Fairness Act since the act was passed. The Chairman recommended no action be taken on withdrawing the recommendation and the Board unanimously agreed.
- Lt Gen Stenner presented a sixth vote on Subcommittee's recommendation on withdrawing the recommendation from the June 2017 meeting to support the RC Benefits Parity Act since the act was passed. However, board members emphasized that two disparities in benefits for those on 12304(b) orders still remain: Reduced retirement age, and the "M" device for the Armed Forces Reserve Medal. The Board unanimously approved that these issues be returned to the Personnel Subcommittee for further study.
- Various Board members suggested that the Personnel Subcommittee review the 2013 "Pay our Military Act" to consider recommending/supporting similar legislation so that drill weekends for all training would be considered "exempt" in the event of a government shutdown. The Chairman offered that a rationale for not exempting drill weekends is so that the message is sent to Congress that government shutdowns are detrimental to military readiness.
- Lt Gen Stenner concluded by stating that the Personnel Subcommittee would continue to work with OSD and the Services to determine potential RC policy impacts, while increasing collaboration with service-specific policy committees and boards on relevant issues.

➤ **1500 – Subcommittee on Enhancing DoD's Role in the Homeland**

Major General Timothy E. Orr, ARNG, TAG Iowa, Subcommittee Chair

- MG Orr provided updates to the RFPB on the Subcommittee's RFPB 2012 recommendations to the Secretary of Defense with respect to the employment of the RC for domestic incident response.
- MG Orr proposed that the Subcommittee narrow the scope of its current inquiry to a single recommendation for the Board's consideration, reduced from the seven made in 2012.
- He stated that the Subcommittee will critically review existing policy affecting the operational effectiveness and member protections of the National Guard in Title 32 USC 502(f)(2) duty status, propose triggers for activation of Title 32 USC 502(f)(2) response authority, and recommend appropriate policy changes.
- MG Orr concluded by stating that he will update the Board on the Subcommittee's progress at the June meeting.

**1505 – Reserve Forces Policy Board Military Executive Closing Remarks**

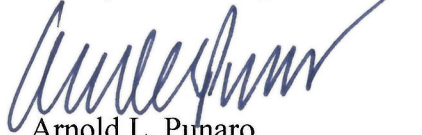
Major General Walter Lord, ARNG, RFPB Military Executive

**1510 – Closing Remarks**

MajGen Arnold L. Punaro, USMCR (Ret), Chairman, RFPB

- Chairman Punaro thanked all in attendance for their support of the RFPB and the men and women of the Reserve Components.
- The Reserve Forces Policy Board concluded business, and the meeting was adjourned.

**\*\*End of Open Meeting\*\***



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