

Fiscal Year 2016 Report of March 8, 2017 Closed Meeting
of the Office of the Secretary of Defense Reserve Forces Policy Board
Under Section 10(d) of the Federal Advisory Committee Act

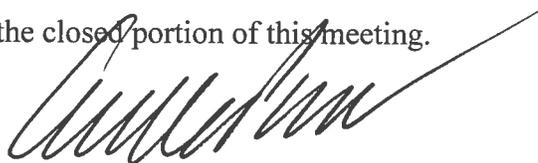
1. The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on March 8, 2017 in Room 3E863.
2. A portion of the meeting was closed to the public from 8:15 a.m. to 11:45 a.m. The meeting was closed in accordance with provisions outlined by the Government in the Sunshine 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 presentations with updates on the RFPB Cyber Mission Approach Report recommendations, the National Commission on the Structure of the Air Force report and the National Commission on the Future of the Army report recommendations, and the Institute for Defense Analysis on the operational effectiveness of the Reserve Components during Operation Enduring Freedom. The unclassified summary of each of the presentations is provided below:
 - a. **Major General Sheila Zuehlke, USAFR**
- Subcommittee on Enhancing DoD's Role in the Homeland Security Subcommittee Board Member
 - During the closed session, Maj Gen Zuehlke provided an update on the Department of Defense Cyber Approach and Use of the National Guard and Reserve in the Cyber Mission Force and analyzed progress in achieving RFPB recommendations regarding integration of Guard and Reserve Forces to the mission. The details of Maj Gen Zuehlke's remarks will remain restricted from this document due to national security concerns.
 - b. **Brig Gen Greg Haase, Brig Gen Paul Guemmer,**
- Air Force Total Force Continuum Office
 - Brig Gen Guemmer provided updates on the implementation of recommendations from the National Commission on the Structure of the Air Force report of January 2014.
 - The Air Force addressed the NCSAF findings by assembling a Total Force Continuum (TF-C) to strengthen the Air Force through the better integration of the active and reserve components.
 - Their current analysis initiatives include: Fighter pilot shortfall; Reserve pilot integration; Initial Skills Training Modeling; Integrated Wing (I-Wing); Public Affairs Combat Camera Association.
 - Lessons learned from previous initiatives: Rebalance the components vs simply growing them; Identify TF mission areas have the best "return on investment; Many legislative changes require joint support.
 - c. **LTG Timothy Kadavy, MG Michael Smith, MG Steve Grove, MG Mike Navrkal**
- National Commission for the Future of the Army (NCFA) Tri-Chair Office
 - MG Grove introduced himself as the regular Army general officer member of the Army Tri-Chair committee which also consists of one general officer each from the Army National Guard and Army Reserve. He oversees the Army Quadrennial Defense Review Office which is charged with assessing and implementing the 63 Recommendations from the NCFA report. He conveyed to the board that the Army has made significant progress moving to a Total Army

composed of trained, integrated, and ready soldiers and leaders from all three components capable of dominating on any battlefield.

- MG Smith, the Army Reserve Tri-Chair member is the longest serving member and related that GEN Milley, from the beginning, has challenged the committee and the Army Enterprise to deliver the best possible analysis and results and MG Smith believes they have succeeded. He further highlighted the unique roles of each of the Army components and supported MG Groves comments that it takes all members of the Army team to achieve.
- MG Navrkal, is the Army National Guard Tri-Chair member who commented that the Army National Guard is heavily involved in several multi-year pilot programs directed by the NCF and that state governors and the Congress were pleased with the degree of the National Guard's inclusion in the entire process.
- LTG Kadavy, the Director of the Army National Guard began his comments by saying "there is absolutely zero daylight between himself and GEN Milley when it comes to delivering the best and ready Army National Guard units to accomplish the National Security goals of the United States." He added that never before has the Guard been as focused in achieving readiness goals as they prepare for even more CTC rotations for Guard units to support the Army mission.

d. **Mr. Jenns Robertson & Mr. Richard Polin,**
- Institute for Defense Analysis

- Mr. Robertson and Mr. Polin provided an update on their findings in Phase II of their operational effectiveness study on the Reserve Components during Operation Enduring Freedom.
 - They presented two briefings. Mr. Polin provided a comparison between the wars in Iraq and Afghanistan trends in ground violence and a more detailed breakout by Service and component SIGACTs, activity levels, mission profiles, and measures of interest for IED's and direct fire attacks.
 - In the second presentation, Mr. Robertson presented the kinetic activities from the ground SIGACTS database and the air MISREP database, synchronized the databases in time and space, and then counted up activity over each one square kilometer of ground and airspace to identify if there were identifiable boundaries and distinct battlefields.
 - Mr. Robertson discussed specific battlefields with this methodology, and has begun to look at how they evolve over space and time, and can start to say a few things about how to characterize what the Joint fight looks like at the tip of the tactical spear.
 - Mr. Robertson concluded with a summary of remaining tasks, an estimated time of completion, and a brief overview of the next part of the study covering Operation Enduring Freedom.
3. No other actions were taken during the closed portion of this meeting.



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Chairman, Reserve Forces Policy Board