

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

AGENDA – Wednesday, December 9, 2020
Session Location: Online using Microsoft Teams CVR



Members Present

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board (RFPB)
2. Ms. Sid Ashworth, Senior Adviser with the Center for Strategic and International Studies
3. Lieutenant General David Barno, USA (Ret), Visiting Professor of Strategic Studies and Senior Fellow at the Merrill Center of the Johns Hopkins University School of Advanced International Studies (SAIS)
4. Dr. Nora Bensahel, Visiting Professor of Strategic Studies and Senior Fellow of the Merrill Center at the Johns Hopkins University School of Advanced International Studies (SAIS)
5. Mr. King W. Gillespie, CEO, The Endeavor Group
6. Major General John B. Hashem, USAR, Military Executive, RFPB (Non-voting)
7. Rear Admiral James M. Kelly, USCGR
8. Ms. Laura McAleer, Associate Vice President, Federal & Washington Relations, University of Notre Dame
9. Major General Timothy E. Orr, ARNG (Ret)
10. Major General Matthew T. Quinn, ARNG, The Adjutant General, Montana National Guard
11. Sergeant Major Peter J. Running, USAR, Senior Enlisted Advisor, RFPB (Non-Voting)
12. Major General Torrence W. Saxe, ANG, The Adjutant General, Alaska National Guard
13. Mr. Robert W. Schroder, Steer Bridge Strategies
14. Lieutenant General Charles E. Stenner, Jr., USAFR (Ret)
15. Major General Roy M. Umbarger, ARNG (Ret)
16. Rear Admiral Linda Wackerman, USN (Ret)
17. Major General Burke Whitman, USMCR (Ret)
18. Major General Cornell Wilson, Jr., USMCR (Ret)

Invited Guests

1. Major General Pete Aylward, ARNG (Ret), Director, The United States of America Viet Nam War Commemoration
2. LtGen David Bellon, USMCR, Commander Marine Forces Reserve
3. The Honorable Matthew P. Donovan, Under Secretary of Defense for Personnel and Readiness
4. Mr. Judd Lyons, Deputy Assistant Secretary Defense (Reserve Integration)
5. MG Gregory Mosser, USAR, Nominee
6. Lieutenant General Marc H. Sasseville, ANG, Vice Chief National Guard Bureau
7. Lt Gen Richard Scobee, USAFR
8. Mr. Lernes Hebert, DASD Military Personnel Policy, OUSD P&R

RFPB Staff

1. Colonel Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Kevin Boates, ARNG
4. Colonel Robert D'Alto, ANG
5. Captain William McCabe, USN
6. Colonel Julia Hunt, USMCR
7. Colonel Darren Paladino, USAFR
8. Colonel Steve King, USAR
9. Lieutenant Samantha Maxwell, USCGR

10. Mr. Melvin Mitchell, DoD Contractor Administrative Assistant

RFPB Consultants

1. Colonel Mark Cancian, USMCR (Ret)
2. Major Jason Kim, USAR
3. Lieutenant Commander Lena Moore, USN
4. Brigadier General Patrick J. Cobb, ANG, Director Joint Intelligence, National Guard Bureau
5. Major Timothy Newkirk, USMCR

The RFPB Fellows Society/Alumni

1. Captain Matthew Berta, USN (Ret)
2. VADM John Cotton, USN (Ret)
3. Ms. Julie Small
4. Major General Taylor, USMCR (Ret)
5. Former RFPB Chairman Al Zapanta
6. Maj Gen Shelia Zuehlke, USAFR (Ret)

Other Guests

1. Lieutenant Colonel Isaac Adams, USAF, HAF-CX (USA)
2. Colonel Jennifer Ahrens, USAR, Reserve Integration/OASD/M&RA
3. Major Billy Ancheta, USAF, 459th Air Wing
4. Colonel Al Antonik, ARNG, Reserve Integration/OASD/M&RA
5. Mr. Steve Austin, Assistant Chief of Army Reserve
6. Lieutenant Colonel Bryan Bailey, USAFR, Liaison Officer to Air Force Strategy, AF-RE
7. Lieutenant Colonel Costau Bastien, USAFR, Chief/Force Transformation, AF-RE
8. Mr. Daniel Bishop, Executive Director Air National Guard, NGB CF
9. Mr. Aron Booher, OCNGB
10. Mr. Theodore Butts, CTR WHS ODCMO
11. Colonel Jeanne Bisesi, USAF, AMC A4, Reserve Advisor to Director of Logistics Engineering and Force Protection
12. Chief Master Sergeant Amanda Bertrand, USAFR, DODHRA DPFSC
13. Mr. Ronald Bogle, Chairman, National Committee of the Employer Support of the Guard and Reserve
14. Sergeant Major Tracy Barlogio, USAR, Senior Enlisted Advisor, OUSD M&RA
15. Lieutenant Colonel Antony Braun, ANG, Assistant Executive Officer, Office of the Chief of the National Guard Bureau
16. Colonel Olen Bridges, ARNG, Reserve Integration/OASD/M&RA
17. Colonel Michael Burns, USAF HAF AF/AF/REP
18. Major Michael Blew, ARNG, TXARNG
19. Lieutenant Colonel Margaret Bereano, USAFR, Chief Legislative Initiatives, AF-RE
20. Lieutenant Colonel Cataleya Carlson, USAF, Speechwriter, SAF
21. Lieutenant Colonel Colette Ching, USAFR, Chief of USERRA Plans & Policy, DODHRA ESGR
22. RDML Robert Clark, USN, NRPB Vice Chairman
23. COL Daryl Chamberlain, USAR, Commander's Action Group Director, Office of the Chief of the Army Reserve
24. Major General Gregory Chaney, ARNG, TXARNG
25. Colonel Bryan Collins, USAFR, Deputy Director, AF-RE
26. Mr. Eugene Collins, DASA TRM, HQDA ASA M&RA
27. Lieutenant Colonel Gerald Cullens, ANG, ANGRC ANGRC/A1X
28. Ms. Christine Copp
29. SMSgt Kori Conoway, USAFR, AF-RE

30. Ms. Odeyra Curcic, Senior Operations Research Policy Analyst, Advisory Committee on Industrial Security and Industrial Base Policy, Defense Counterintelligence and Security Agency
31. Colonel Sam Cook, USAR, Deputy Director Materiel, Reserve Integration/OASD/M&RA
32. Colonel Lyndy Doyle, ANG, Chief of Plans & Integration Division, NGB
33. Colonel Matthew DiNenna, ARNG, NGB
34. Major General Dawne Deskins, ANG, NGB CF
35. Colonel David Doran, ARNG, Executive Officer to the Chief NGB, OCNGB
36. Mr. Duward Till, SAF-PA
37. Colonel Jon Eisberg, ARNG, NGB
38. Colonel Mansour Elhihi, USAF, Strategy & Force Development, OUSD Policy
39. Colonel Brent Flachsbart, USARMY HQDA ASA M&RA
40. Mr. John Fedrigo, Principal Deputy Assistant Secretary, SAF MR
41. Colonel David Garciamontano, USAR, OCAR
42. Mr. David Gonzalez
43. Brigadier General Anne Gunter, USAFR, Director of Personnel, AF-RE
44. Lieutenant General Joseph Guastella, USAF, AF-A3, Deputy Chief of Staff Operations
45. Ms. Sharlene Hawkes, Director of Communications, OUSD P&R
46. Mr. Ted Graham., Director Materiel & Facilities, Reserve Integration/OASD/M&RA
47. Major General Hubert Hegtvedt, USAFR, Deputy to the Chief of Air Force Reserve
48. Colonel Ricky Harrington, USAFR, Deputy Chief Force Management Division, AF-RE
49. LtCol Robert Howard, ANG DEANG
50. Mr. Kevin Hollinger
51. Mr. Farris Hill, USAF, Deputy Director, Policy Integration, AF-RE
52. Colonel Elaine Johnson, USA OUSD P&R
53. Colonel Jason M. Knudsen, USAFR, Executive Director, Air Reserve Forces Policy Committee
54. Colonel Shariful Khan, USAFR, Reserve Integration/OASD M&RA
55. Colonel Laura Kohake, USAF, OUSD P&R
56. Force Master Chief Petty Officer Christopher Kotz, USN, CNR
57. Colonel Gregory Kuzmam, USAF
58. Lt Col Marcus Laird, USAFR, AFRC/CCX
59. Ms. Lisa Lawrence, DOD Spokesperson, Public Affairs Operations
60. Mr. Paul Lekas, General Counsel, The National Commission on Military, National, and Public Service
61. Colonel Markus Lewis, USAR, Military Executive. Army Reserve Forces Policy Committee
62. Mr. Thomas Liuzzo, Assistant Director for Military Compensation, OUSD P&R
63. Ms. Susan Lukas, Director Legislative & Military Policy, Reserve Organization of America
64. Colonel Bernadette Maldonado, USAF, Military Advisor, SAF-MR
65. Lieutenant General Michael Loh, USAF, NGB CF
66. Lieutenant Colonel Gloria Moran, USAFR, Strategic Plans Chief, AF-RE
67. Mr. David Maly, DODHRA, Defense Travel Management Office, Policy and Regulations Branch
68. Colonel Michaelle Munger, ARNG, Reserve Integration/OASD/M&RA
69. Colonel Bradley Martsching, ARNG, Executive Officer to the DARNG
70. Staff Sergeant Gale Mitchel, ARNG, Administrative Specialist, DC Army National Guard
71. Colonel John Mountford, USA, OUSD P&R
72. Ms. Noel Christina Nolta, SES, USAF SAF-MR
73. Major General Tracy Norris, ARNG, Adjutant General, Texas
74. Command Sergeant Major Angel OrtizGuzman, USAR, OCAR
75. Commander Robert Paynter, USN, CNO
76. Major General Boyd Parker, USAF, AF-A5, Mobilization Assistant
77. Sergeant Major Jacob Phillips, USMCR, Sergeant Major 1st Civil Affairs Group
78. Captain Christopher Peppel, USN, Special Assistant for Reserve Matters, Assistant Secretary of Navy, Manpower & Reserve Affairs

79. Captain Kimberly Pizanti, USN, OUSD P&R
80. Mr. Todd South, Military Times Reporter
81. Mr. Cory Titus, MOAA
82. Brigadier General Jerry Prochaska, ARNG, DCG CAC
83. Colonel Christopher Quale, Chief Integration Branch, OUSD Intel & Sec
84. Colonel Toni Rainey, USAR, Division Chief, DAAR, Office of the Chief of the Army Reserve
85. Colonel Todd Riddle, USAFR, Executive Officer to CAFR
86. Senior Master Sergeant John Robey, USAF NGB A1 (USA)
87. Mr. Joel Ridenour, CIV DODHRA DTMO
88. Colonel Guillermo Rosales, Chief of Staff, Marine Corps Reserve Policy Board
89. Sergeant Major Carlos Ruiz, USMC, 4th Marine Logistics Group
90. Rear Admiral Eric Ruttenberg, USN, COMNAVWARSYSCOM
91. Colonel Dana Sandersudo, ARNG, MAARNG
92. Captain Daryl Schaffer, USCGR, Reserve Integration/OASD/M&RA
93. Captain Charles Wheeler, USN, Reserve Integration/OASD/M&RA
94. Captain David Schopler, USN, OSD OUSD Policy
95. Captain Craig Schorr, USN, NAVREG SE RCC Fort Worth, TX
96. Colonel David Sheehan, USMCR, Reserve Integration/OASD/M&RA
97. Mr. Scott Sharp, NGB, ARNG
98. Lieutenant Colonel Tim Zeisset, USAR, Office of the Chief of Army Reserve
99. Colonel Brian Stahl, USAF, Strategy and Force Development, OUSD Policy
100. Captain Dante Terronez, USN, OUSD P&R
101. Colonel Brian Thomas, Strategic Analysis, G1, Office of the Chief of Army Reserve
102. Chief Warrant Officer 2 William Tucker, ARNG, Aide-de-Camp to the Adjutant General, Alaska
103. Ms. Christina Trader, Reserve Integration/OASD/M&RA
104. Colonel Jacob Skugrud, USAFR, Deputy Director Construction, Reserve Integration/OASD/M&RA
105. Major Riane Ulrich, USAF, Chief of Executive Communications, AF-CC
106. Captain Robert Underhill, USN, Executive Director, Employer Support of the Guard and Reserve
107. Colonel Tracy Smith, ANG, Director for Integration, Reserve Integration/OASD/M&RA
108. Captain Andrew Van Tress, ANG NGB
109. Major Sarah Simmons, ARNG, OCNGB
110. Chief Master Sergeant Warisar Villarreal, USAF, Senior Enlisted Advisor, DODHRA DPFSC
111. Major General Gregory White, ANG, Director of Space Operations, NGB-SO
112. Chief Master Sergeant Timothy White, USAFR AF-RE
113. Chief Master Sergeant Tony Whitehead, ANG, NGB
114. Lieutenant Colonel Dani Williams, ARNG, Chief Action Group, OCNGB
115. Master Chief Petty Officer G. Williamson, USCGR
116. Colonel Mary Wilson, USAF, HAF SAF
117. Colonel Charlette Woodard, USAR, OUSD P&R
118. Lieutenant Colonel Daniel Wittmer, ANG, NGB A8

The Reserve Forces Policy Board (RFPB) held a quarterly meeting in Washington, DC on December 9, 2020 utilizing the Commercial Virtual Remote tool Microsoft Teams.

0825 – Administrative Time

– CAPT William McCabe, RFPB Staff

- CAPT McCabe and Col Hunt conducted a roll call and validated call-in numbers prior to admission and informed attendees how to ask speakers questions, how the attendees were to use the “raise your hand” icon on the menu bar, or to contact COL King or COL Boates using the private chat function within MS Teams to pose questions.

0829 – Moderator Opening Comments

– MG John Hashem, Military Executive

- MG Hashem called on the Chairman to introduce speakers and gave additional instructions for the attendees to ensure their video and audio were turned off unless they were presenting or asking a question in order to preserve bandwidth. He also noted that the meeting was conducted in open session and being recorded.

****Start of Meeting****

0830 – Opening Comments

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

- Chairman Punaro welcomed members and nominated members and staff and introduced Mr. Raab to conduct ethics training.

0832 – Annual Ethics Training

– Mr. Franklin Dean Raab, Senior Attorney, Standards of Conduct Office, Office of the General Counsel

- Mr. Raab presented the Ethics annual training for FACA Board members and answered Board member's questions.

****Start of Open Meeting****

0929 – Transition to Open Session for General Audience

- Major General Arnold L. Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board**
- Mr. Alex Sabol, Designated Federal Officer**

0929 – Opening Comments

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

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

0930 – Open Session Opening Comments

– 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 USD P&R approved the opening of the meeting online using MS Teams and conference phone line and the agenda. He also stated that the Board had a quorum and noted no persons had submitted requests to appear before the Board.

0931 – Under Secretary of Defense for Personnel and Readiness

– The Honorable Matthew Donovan

- Secretary Donovan opened by noting we in an ever more complex and challenging security environment that will call for further reliance on the Reserve Component for all of DoD's missions. Downward pressure on budget top lines will require tough strategic choices on the right balance of readiness, force structure, and modernization to meet the imperatives of the National Defense Strategy.
- He noted that since the last RFPB meeting, two important documents have been released:
 - The RFPB's 2020 Presidential Transition Report
 - The OUSD P&R Ten-Year Strategy

- He stated that the initiation of the study on AC/RC Force Mix folds in the RFPB's formalization of an operational reserve, a new Total Force Policy, improving AC/RC integration, and prioritizing and maintaining RC readiness with dedicated authorities and resourcing. The study will take a detailed look at AC/RC balance to examine shortfalls in the Department's ability to meet NDS requirements and develop mitigation options for areas of risk.
- Secretary Donovan said that Department is conducting on-going reviews on topics to include AC/RC parity, reserve integration, and career flexibility initiatives.
- The Department's reliance on the RC is indispensable to success in future high-end conflicts and to optimize the RC for NDS implementation, and the Department must ensure the readiness of RC units to meet operational plans requirements and the employment of the RC with the requisite authorities at the speed of relevance.
- He noted a recent *War on the Rocks* article by Doctor Jacqueline Schneider that makes the case for the role of two complementary reserve constructs – a fully integrated and ready operational reserve and a strategic reserve that can tap into the range of underutilized skills resident in the active as well as the inactive reserve component. Additionally, he stated that the author offered three recommendations: 1) expand the participating and nonparticipating reserve workforce, 2) optimize reserve work to match people to projects, and 3) build databases of strategic talent reflective of military and civilian skillsets.
- He stated that the Department is reviewing options and implications for shaping the RC in both the cyber mission force and the new U.S. Space Force using a 21st century approach to human capital management.
- He mentioned the Individual Ready Reserve Working Group is looking at new ways to better use the skills of the approximate 200,000 DoD Service members. The group's work to improve accountability, tracking, readiness, and reduce barriers to activation was proven notable during the recent Covid pandemic response and demonstrated that with personnel costs consuming a large piece of the Department's budget, the Department must tap into this existing and experienced military population.
- Secretary Donovan stated that the OUSD P&R's ten-year strategy, titled "Preserving our Competitive Advantage," is a unifying concept that will guide actions and strategic choices as P&R aligns with the National Defense Strategy to reach the 2030 desired end-state. He further noted that each element of the vision is purposely sequenced and data dominance is the connective tissue of a strategically-ready, globally-relevant, flexibly-sustainable P&R enterprise. Digital modernization must be P&R's first priority.
- He stated that the modernization of personnel systems is essential to promote professional development, career flexibility, and retention in both the AC and RC and that the RC provides a "relief valve" for the rigidity of the AC construct to source talent focused on digitally-centric skills and culture.
- Secretary Donovan concluded by noting that P&R must serve as the pathfinder for digital modernization and the recruitment and retention of 21st century talent which much include the skills and talents from within the RC.
- Secretary Donovan then offered to take questions from the Board and Lt Gen (Ret) Stenner asked about the status of the on-going changes to duty status categories. Secretary Donovan responded that the duty status reform proposal is currently with the Office of Management and Budget. He additionally noted that the Department of Veterans Affairs completed an intensive review of the proposal to determine the budget implications in September and that both the HASC and SASC are prepared to receive the Duty Status Reform proposal.
- LTG (Ret) Barno asked the Secretary about the new AC/RC Force Mix Study and what factors P&R is taking into account toward any potential changes, and how the evolution since the release of the 2018 National Defense Strategy and other various studies have shifted his thinking on accessibility and roles and responsibilities to the RC and how the new direction (particularly to the Pacific) will shift the use of the RC. Secretary Donovan responded that we have a force that is primarily built to

optimize regular, small-unit deployments to mature infrastructures primarily in the Middle East and as we now look toward a high-end conflict with a near-peer competitor with long lines of communication, we must make sure our operations plans are appropriate to achieve national objectives. He further stated that they have commissioned FFRDCs to take detailed looks at operations plans, requirements, timelines, and the sourcing appropriateness from either AC or RC.

- Chairman Punaro asked the Secretary about the progress the Department is making in ways to manage the future officer force based upon required skillsets, and if more flexibilities are needed. The Secretary stated Congress has been open to ideas as they see the same challenges such as the reduction of the pool of eligible applicants. He said that the Military Services are competing with industry for many of the same skillsets and we must look at Department requirements in order to access into untapped talent and potentially adjust in order to build and retain the force.
- Chairman Punaro thanked Secretary Donovan for addressing the Board.

1000 – Chief of the Air Force Reserve

– Lieutenant General Richard W. Scobee, USAFR

- Lt Gen Scobee thanked the Reserve Forces Policy Board Chairmen for the invitation and the opportunity to represent over 70,000 Reserve Citizen Airmen.
- The Reserve Component Chief began by describing that Air Force Reservists are engaged in supporting every single Air Force mission and seamlessly integrated with active duty counterparts because the active component and the Air Force want surge capacity across every single mission.
- Lt Gen Scobee explained that the Air Force Reserve provides surge capacity through cost effective, agile, and responsive combat power for the American people where Air Force Reserve Citizen Airmen are able to deliver 20% of the Air Force's overall operational and strategic capability with just 3% of the budget. This includes capabilities such as weather reconnaissance, large-area aerial spraying, and aerial firefighting which are all about one thing: taking care of our fellow Americans.
- The General added that when he talks about taking care of Americans, he has to mention pandemic response and that over the previous nine months, the Covid-19 pandemic has created new challenges and opportunities for the Air Force Reserve. Top priorities during the crisis are:
 1. Taking care of Americans, Airmen, and their families.
 2. Continuing mission essential operations while remaining ready to execute our wartime tasks.
 3. Preserving decision space for commanders.
 4. Preserving the force.
 5. Ensuring robust information flow up and down the chain.
- Over 3,500 Reserve Citizen Airmen activated in support of the Covid-19 operational response this spring, when the Nation needed them to take care of fellow Americans. The mobilized teams were made up of doctors, nurses, medical technicians, and over 2,600 support personnel in addition to 105 aeromedical evacuation crew members.
- The result of these exceptional Citizen Airmen answering the call of our Nation resulted in the Air Force Reserve's largest unplanned post-9/11 mobilization, with some responding within 48 hours of receiving the request to the points of greatest need in New York and New Jersey.
- Lt Gen Scobee then addressed the Chief of Staff of the Air Force's recently published paper titled *Accelerate, Change, or Lose* which introduced his vision for Air Force's future, with Lt Gen Scobee noting how it aligns with the Air Force Reserve's three strategic priorities: prioritizing our strategic depth and accelerating readiness, developing resilient leaders who can generate combat power, and reforming our organization to optimize our warfighting capabilities.
- These priorities are aligned with the Chief's strategic vision and the Air Force Reserve is setting up the Air Force for long term sustainment in a security environment where campaigns are measured in days instead of months. This means ensuring Air Force Reserve equipment parity with active component capabilities is an imperative to assure surge capacity.
- When it comes to supporting the Joint Force, approximately one third of Air Force Reserve personnel are dedicated to rapid global mobility. In fact, 25% of all air mobility personnel are Reservists, with

another 34% in the Guard. The Air Force Reserve Command provides cost-effective strategic depth for the nation because Reserve Airmen have a lower lifecycle cost with its predominantly part-time force (75% of the component). As the Department moves into a post-pandemic fiscal environment with constrained budgets, the Reserve's stewardship of resources can make a compelling case for shifting a larger share of the total force mission into the Air Force Reserve.

- Lt Gen Scobee thanked the Reserve Forces Policy Board in supporting its strategic priorities and outlined several areas for continued advocacy.
- In efforts to assure access for all Reserve Component members to Tricare Reserve Select, last year Congress authorized Air Reserve Technicians and eligible federal civilian employees to receive medical coverage through the Tricare Reserve Select health care plan, beginning in the year 2030. While this authorization by Congress is a step in the right direction, the Department should continue to advocate for the implementation of the legislation at the earliest date possible since currently many of the Federal Healthcare marketplace plans present a high cost-burden that are unaffordable for Air Reserve Technicians. This will also enable Air Reserve Technicians to transition seamlessly to Tricare Prime, the same healthcare their active duty counterparts receive, before and after deployments and addresses gaps in medical coverage as they change statuses.
- Continuing Resolutions as the default way of doing business disproportionately affects the Reserve Component and harms the ability of reservists to plan. Having to cut multiple sets of back-to-back orders for a single tour, sometimes for week at a time, increases workloads for support staff. Incremental back-to-back orders also tax the resiliency of our Airmen, as they face potential delays in pay and disruptions of benefits. In regard to capabilities, continuing resolutions cause significant impacts to equipment modernization as it can delay executing current year National Guard and Reserve Equipment Account funds.
- Further, the inability to get a Global Force Master Allocation Plan approved on time causes the Department to miss the mark with making sure that every deploying service member has orders 180 days in advance. This causes Airmen to not be able to access the TRICARE associated with deploying, degrading healthcare benefits in addition to creating instability for reservists' civilian employers, as return to work dates continually shift with each new set of orders. This can put Airmen in an uncomfortable situation with their employer, give employers pause when considering hiring additional reservists, and hurt the partnership with industry. Ultimately, this adversely impacts the support of families and harms retention.
- Lt Gen Scobee addressed the challenge of ensuring the part-time force has access to the Department's Covid-19 vaccination program and highlighted the importance of advocacy by the Board. With a 75% part time work force, unit training schedules will have to be significantly adjusted to meet the 3-week dosage schedule while the active component must plan intentionally to have the vaccine quantities needed to meet unit training schedules and be enable support to the reserve Individual Mobilization Augmentees that work directly for the active component.
- Lt Gen Scobee closed by thanking the Board for its advocacy and how it's made a difference for the lives of so many of the Air Force Reserve Citizen Airmen. He noted the Board assisted families and the Board's work supported a cost effective Reserve Component that retains the best possible Airmen. This means the greatest combat capability possible at the least burden to our taxpayers.
- Chairman Punaro asked Lt Gen Scobee how he sees that issue of equipment modernization for the Air Force Reserve, since this is one of the areas that the Board is continuing to be focused on, recalling the period of when there was an Assistant Secretary of Defense for Reserve Affairs and a Deputy Assistant Secretary of Defense dedicated to equipment and closing the modernization gap between the Active and Reserve Component. He noted that in recent years the Board has looked at this and raised some concerns while working close with the Office of the Undersecretary of Defense (Personnel and Readiness). He asked Lt Gen Scobee for his opinion on the issue of equipment modernization and tracking what has happened?
- Lt Gen Scobee described that the Air Force Reserve modernization and weapons system sustainment needs to stay in sync with the Air Force with concurrent fielding, and that the National Guard and Reserve Equipment Account is key to that and also where the component took a hit this year. The

“pre-block” F-16 and C-130H is an example where the Air Force benefits in addressing this, with the NDAA providing some of that support in addition to advocacy from Gen Brown, Gen Bunch at Air Force Material Command, and the operational Major Commands. It is also important to ensure engineering equipment sets are available to train on before sending combat support forces forward to combatant commanders. The minimum is not acceptable, only the best experience serves the Nation.

- Board member Lt Gen (Ret) Stenner asked Lt Gen Scobee about Total Force associations evolving over time and his perspective on how the different types are working. Lt Gen Scobee noted first that Lt Gen (Ret) Stenner is the person that set the Air Force Reserve up for success with the Force Generation Center, where he made his vision into a reality. He added that associations represent the life blood of the Air Force Reserve and how the Reserve Component offers cost savings. This is especially important in the context of federal spending and how it is split out in mandatory and discretionary accounts, with pressure on discretionary accounts anticipated in the future.
- The major levers to consider here include people and equipment, where the most cost savings to the Department is the unit equipped Air Force Reserve organization, which saves billions of dollars in addition to equipment wear and tear while ensuring the ability to surge. In the middle, one finds the happy mediums of Active Associations and Classic Associations where the Department gains capability while maximizing the benefits of Reserve Component experience and the Deploy-to-Dwell ratio policy with the flexibility of the Active Component. The most expensive option is the all-fulltime Regular Air Force unit. In that spectrum of associations, a higher ratio of reserve forces to active forces provides the ability to surge forward compare to a mostly full-time force committed to daily operational commitments. If the Department were to remain in the predominantly Violent Extremist Organization fight experienced in the last 20 years, one could make an argument to lean the Reserve Components toward sustainment of the rotational construct with an Operational Reserve instead of the ability to surge. However, when considering the need to defeat a near-peer threat, this would leave the Department unable to surge and expand the capacity to counter that threat.
- In cases where associations were pulled down temporarily to help the active component in manpower end-strength, the result was a degradation in the Total Force system, whereas in cases where the Total Force associations were put back units have flourished. Associations are a tremendous boost in Combat Air Forces; Intelligence, Surveillance, and Reconnaissance; and Cyber. The associations have confirmed in the Mobility Air Forces what the Department has known over an even longer time period. In Tactical Airlift, however, a lot of improvement can be made through associations and combining the strengths of each component. Both the Active and Reserve Components have their benefits and drawbacks, which is why it is so important to integrate to realize the best of each.

1045 – **Commander, Marine Forces Reserve**

– **Lieutenant General David G. Bellon, USMCR**

- LtGen Bellon opened his presentation with greetings for the members and LtGen Scobee.
- He stated that he concurred with LtGen Scobee on the impacts of continuing resolutions, the impacts of Covid and the need for a vaccine, and the strategic topics discussed. He stated he would talk about the impacts of Covid on the Force, and then move on to discuss the pending changes to the Marine Corps and how it will affect the Reserve Force.
- Addressing MarForRes’s Covid response, LtGen Bellon described that the Force had over a thousand cases reported but no hospitalizations, likely due to the average young age and general health of Marines. Given this, the assessment of the impacts and risk revealed that the Covid risk to the Force was minimal but the risk of not training was much higher.
- MAFORRES returned to in-person training and drill in summer 2020, with a focus on building junior leaders, which can’t be accomplished virtually. The competency of the small unit leaders

is what makes the Marine Corps run. The directions to leaders was to take no unnecessary risks, with the focus on being together and small unit METS being met at the lower levels.

- Addressing the Marine Corps’ Force Re-design, LtGen Bellon stated that the Service is looking

for a total Department of the Navy answer to increase lethality. He stated we need more efficiencies and to eliminate duplications.

- He stated that the Marine Corps Reserve is considering using the Air Force model for blended AC/RC aviation squadrons. He has also worked with the Army Reserve on small unit leadership topics.
- The Commandant of the Marine Corps has indicated that the Marine Corps will remain the Nation's 911 Force, and will exist inside the contact layer to create confusion and engagement from inside the WEZ (weapons engagement zone). LtGen Bellon also talked about trying to understand what the Marine Corps Total Force needs to look like to win against a single adversary, and it fits into the Joint Force. The Reserve Component will function inside the contact layer with the Active Component with similar missions, as well as serve as a surge force.
- This re-design will not require additional funding, and the Service will divest of capabilities in order to re-invest, with the RC being well-meshed with the AC re-design.
- LTG (Ret) Barno asked the question about the Commandant's re-design, and what units will be in the AC and in the RC? LtGen Bellon answered that the decision is about capabilities. For example, tanks were divested from the Marine Corps, but our ethos is to fight and win regardless of the tool or weapon system.
- RDML (Ret) Wackerman then asked what types of missiles and vessels will the Marine Corps use, with the answer that the capabilities and mission sets need to be evaluated in order to optimize. The new amphibs (amphibious vessels) are much smaller and will be forward-stationed, created for much more surface mobility.
- Chairman Punaro asked about how will the Marine Corps implement the National Security Strategy in a flat budget, noting that it has been estimated that the Defense budget requires 3-5% growth, but it's not likely coming. He also stated that if the Marine Corps were to divest too much, the Marine Corps would have a hard time changing if the strategy were to change. LtGen Bellon responded that the National Security Strategy is the directive, and he and the Marine Corps are carrying out that order. The Marine Corps remains globally responsive, and as a Service-retained force can be tasked to respond globally, not just to China, with the ability to adjust to meet the mission.
- MajGen (Ret) Whitman asked about accomplishing the Toys for Tots mission this year, and LtGen Bellon noted that importance of the program must be acknowledged, especially this year when there is so much need. Junior leaders must understand the "Why" of this program, and the response has been ahead of projections this year despite the challenges.
- MajGen (Ret) Wilson asked a follow-on question regarding the impact of funeral support this year. Demand has remained high, with an initial delay in families requesting funeral honors due to Covid, then followed by a surge in requests. LtGen Bellon also stated this is a no-fail mission, and that he required notification for any funerals missed or with a late arrival.
- Mr. Cancian asked the final question, regarding when the restructuring of the RC occur would occur? LtGen answered that seamless integration with the AC is key for the restructuring, and the Marine Corps has a good history of integration through OIF and OEF. As weapons and capabilities get more exceptional and exquisite, there will be a need to ensure the RC gets the training to have those skills. The current focus is on 2023 for new-concept IOC, with FOC around 2030. The AC will restructure first, then the RC can adjust from there. The design should be complete by 2024 with execution through 2030.
- LtGen Bellon closed by noting MajGen Mike Martin is taking over as Chair of the Marine Corps Reserve Policy Board, and will probably be the new Service nominee to the Reserve Forces Policy Board to gain efficiencies.

1130 – Senior Enlisted Advisor Update

– **Sergeant Major Peter Running, USAR, Reserve Forces Policy Board Senior Enlisted Advisor**

- SGM Running covered the following major issues impacting the Force from his discussions

with Reserve Component Senior Enlisted Advisors:

- Duty Status Reform – ensure that parity of benefits is achieved/maintained for RC service members regardless of the type of orders they are on.
- There needs to be better clarity on who the IRR belongs to and who they are an asset for. Should they be tracked by individual Services or DoD as a whole?
- RC service members should be able to get paid for virtual training and travel to drill.
- The Department should look at an early retirement option for NCOs to match what is currently offered for Officers.
- Requirements for System Authorization Access Requests (SAARs) should be standardized across the Department.
- Building predictability is important for RC service members.
- To succeed as a reservist must have support from all three components of the reserve service member support triangle – family, unit, and civilian employer. Lack of support from any one of the three can inhibit success.
- The use of Special Duty Assignment Pay (SDAP) should be increased with a corresponding decrease in reenlistment bonuses. This would help keep members in important billets.
- About 3,000 Individual Mobilization Augmentee (IMA) billets currently exist within the Joint Staff, and these billets may detract from unit readiness since the augmentee is not available to train or deploy with their unit.
- The Chairman opened up the discussion for questions or comments and Board Consultant LCDR Moore noted that within the Navy reservists were receiving different pay and tax implications for Restriction of Movement (ROM) periods related to quarantine after duty that involved coming into contact with Covid-19 infected personnel.
- The Chairman asked SGM Running when he might be able to get out to units and SGM Running responded that he hoped to during the upcoming AT cycle.

1145 – Fully Burdened Life Cycle Cost of Manpower Update

- **Mr. Lernes Hebert, *Principal Director Military Personnel Policy***
- **Colonel Kevin Boates, *RFPB Staff***

- Mr. Hebert provided a quick update noting that Military Personnel Policy project is capitalizing on the great work that the Reserve Forces Policy Board (RFPB) did with per capita, fully burdened total force costing. “We are in the process of developing a tool that’s going to allow us to accurately assess force structure decisions.”
- He also noted that in the past, the tools available really didn’t capture the long term associated cost of the Active Component versus the Reserve Component. The effort is currently in Phase One. The initial deliverables are going to identify the information that’s readily available to put into this assessment tool and be migrate that relevant information it into the Advanced Analytics (ADVANA) environment so that it’s accessible by all the stakeholders that need to have access to this tool.
- Mr. Hebert further identified that the development of a risk module would follow Phase One to further support the effort to determine optimal total force mix. “We are very excited to move this forward. It’s something very long overdue for the department.”
- COL Boates continued by noting the memorandum signed on December 3, 2020 by the Deputy Secretary of Defense, which directs the implementation of the Reserve Forces Policy Board’s three Fully Burdened Life Cycle Cost Report recommendations.
- He additionally identified that the RFPB’s Fully Burdened Life Cycle Cost calculating methodology is now published as an application in the Comptroller’s ADVANA system. Still in progress is the effort to have the application update fully burdened per capita costs automatically with the automatic updates to the comptroller’s ledger as well as with Defense Manpower Data Center updates to the Active and Reserve Service Member populations each year.

1200 – Subcommittee Updates

➤ Subcommittee on Supporting & Sustaining Reserve Component Personnel – Lieutenant General Charles E. Stenner Jr., USAFR(Ret), *Subcommittee Chair*

- LtGen (Ret) Stenner provided updates on the following topics:
 - RC Joint Credit Recommendation: The Deputy Secretary of Defense provided a September 2020 response to the RFPB's June 2020 recommendation - hold until after the 2021 DoDI 1300.19 review process
 - RC DD214: The Department of Veterans Affairs (DVA) is very interested due to benefits requirements
 - Legal definition of a "veteran" is a concern.
 - OSD has established a Working Group.
 - PSC will monitor and continue to discuss.
 - It was recommended a new DVA representative attend future meetings
 - MILTECH (dual-status) Bonus Restriction: Each Service RC should be allowed to determine policy and manage their own MILTECH BONUS program, and each Service should define their own critical skill specialties and has the finite funding.
 - Integrated Personnel and Pay System (IPPS): Services are reporting software and program success and are on-track for implementation. No input or recommendation is required by RFPB at this time; the PSC will continue to monitor.
 - RC 3-Star Statutory Requirement:
 - 2021 NDAA requires a study NLT March 1, 2021
 - This requirement links to the duties and responsibilities of a 1/2/3/star RC G/FO and the jobs these Service members are fulfilling.
 - The PSC will continue to monitor.
 - RC G/FO Exemptions: The House proposal did not reinstate the Chairman's RC positions. If not reinstated, these positions would no longer be authorized
 - LtGen (R) Stenner recommended a study be completed to define certain RC G/FO duties and responsibilities that mirrors a similar 2018 study completed by RAND for AC G/FOs. He stated this study could allow for placement, when necessary, of RC G/FOs into AC G/FO requirements (i.e. COCOMs).
 - Duty Status Reform:
 - Proposal moving forward with a "life of its own"
 - Changes to the points of law will likely be the focus moving forward and will take time
 - Blended Retirement System:
 - No input/recommendation required by RFPB at this time; PSC will continue to monitor
 - Interesting to monitor number of Service members that have taken or not taken their option.
 - National Commission on Service Recommendation:
 - PSC plans to discuss during February 2021 meeting
 - Chairman Punaro requested the PSC provided recommendations to the RFPB at the March 2021 meeting
- Chairman Punaro commented that he would like to see recommendations from the PSC on the RC G/FO Exemptions issue as losing these would cause the RC G/FOs to not receive the training and positions needed to be competitive for future billets.
- MG (Ret) Orr noted there was one item in the DSR proposal from the National Guard regarding the language for "remote duty" that needed to be included into the four duty status groups.
 - MG Quinn commented that "remote duty" is in the proposal but the National Guard concern was specifically regarding "remote duty in Title 32 status."
 - Mr. Hebert (DASD MPP) stated that the issue was brought up when the Department of Veterans Affairs had completed their changes so OUSD P&R determined that in order not to delay the DSR proposal, the issue would be incorporated during legislative deliberations.

➤ **Subcommittee on Ensuring a Ready, Capable, Available, and Sustainable Operational Reserve**

- **LTG David W. Barno, USA (Ret), Subcommittee Chair**

- LTG Barno began his Operational Reserve Subcommittee update to the board by noting the productiveness of the subcommittee's meeting in August 2020. During that meeting the subcommittee looked at developing two priorities going forward. Both support making a recommendation on Total Force Policy to the next Secretary of Defense and consider some basic assumptions for strategic planning that go with this total force input.
- On Total Force Policy the first priority is drawn from the fact that over the last 50 years Secretaries of Defense have issued specific total force policy guidance when there's been a major change in the strategic environment. We saw this re-thinking on how to best employ and restructure the reserve component in 1984 when then Secretary Weinberger addressed equipment modernization and resourcing of the Reserve Component, and it was seen again when the Cold War ended. The most recent Total Force Policy guidance was in 2007 from Defense Secretary Gates. His guidance was aimed at the rotational demands of supporting the wars in Iraq and Afghanistan, which are clearly very different than the strategic environment of today.
- It's time for the next Secretary of Defense to give new guidance to the force on Total Force Policy in the new environment, and as identified in the National Defense Strategy. For nearly fourteen years, we have not seen any direct guidance from the Secretary on how the Total Force should be structured and how the reserve component should be considered in terms of operational reserve, strategic reserve or some combination thereof.
- The subcommittee is working to develop a guidance document of two or three pages to submit to the full Board for consideration and vote in March. The goal is to eventually make a recommendation to the next Secretary of Defense to consider as a framework for guidance on a Total Force Policy to ultimately be issued as part of the next Secretary's guidance sometime early in the next administration.
- While good progress has been made, that draft document is not ready to go in front of the full Board yet, but it's a very important priority and the subcommittee thinks we are at that strategic inflection point where a new formal Total Force Policy would be well-suited to the shifting demands and anticipated changes in the Defense Department in the coming years.
- Declining budgets are anticipated, and when budgets are cut, the 'long knives' come out. At the cutting end of that may be reserve capability. A formal policy document from the Secretary might help make it clear how the new leadership in Department is going to look at that. It will also help the Secretary emphasize the importance of the Reserve Component and perhaps shield the Reserve Component from some of those cuts.
- The subcommittee's second priority is emphasis on National Guard support for Homeland Defense and Homeland Security while meeting simultaneous strategic requirements for a major power conflict with overseas commitments. As the homeland is viewed as a new front, given the threats that are being faced today, there's a greater need for this to be addressed in the National Defense Strategy. Being prepared for a major near peer conflict is very different than fighting two wars that are against non-state actors, which has been the case for the last two decades.
- The Reserve Component should be structured to support a long and highly demanding conflict against a major power competitor while also meeting homeland defense requirements. This is increasingly important when considering Space and Cyber domains during major power competition. There is going to be some real emphasis on where these capabilities are in the Reserve Component and how we structure the Reserve Component for these additions to the multi-domain environment. There may also be new timelines associated with accessibility of the Reserve Component. LTG Barno noted these are the big priority items the subcommittee will continue to work on, with the first priority being the Total Force Policy recommendation in front of the Board in March for a vote.

- At the conclusion of LTG Barno's comments, Chairman Punaro asked the Homeland Subcommittee if he had any updates. Subcommittee Chairman MG (Ret) Orr reported the National Guard was heavily involved in the Covid response with a high of 118,000 Guardsmen responding in June to the virus as well as civil unrest, natural disasters, and overseas missions. As of the meeting date, 20,866 Guardsmen were on orders related to Covid Response.
- MG Orr then discussed possible areas of policy to address. This included use of the Guard in response to civil unrest, modification to 502(f) orders when the President brings on Guardsmen not tied to the Stafford or Economy Act, and the Guards role in the Space Force.
- Chairman Punaro then asked Mr. Judd Lyons, Deputy Assistant Secretary of Defense for Reserve Integration, for comments. Mr. Lyons provided a quick update on the following items being worked by Reserve Integration:
 - RI has socialized Total Force Policy with Service M&RAs and RC Chiefs. RC Chiefs are general supportive but don't want an overly prescriptive policy.
 - The FY22 GFMAR may not be approved in January. Delays prevent timely issuance of RC orders.
 - Defense Planning Guidance published in March tasked a study on Full Time Support for the Reserve Components. Secretary Donovan tasked the Military Departments to determine and validate their FTS requirements. Congress also directed that a report be completed on FTS for the National Guard.
 - RI is engaged with the Joint Staff on Reserve mobilization and force generation for the upcoming Globally Integrated Exercise.
 - A working group has been established in support of transparency for RC equipment transparency and progress is being made.

1240 – The United States of America Viet Nam War Commemoration Announcement – Major General Pete Aylward, USA(Ret), *Director*

- MG (Ret) Aylward made a presentation to the Board regarding the Vietnam War Commemoration, and their efforts to locate and thank and honor service members from the Vietnam era. The Commemoration provides a lapel pin and formally thanks these veterans for their service in an effort to heal the wounds from the poor reception of many endured when returning.
- This Commemoration has a Congressional authorization and appropriation to accomplish this mission. MG (Ret) Aylward described the mission of the Commemoration and the sense of urgency to identify and thank these veterans as many pass away without being thanked and recognized for their service.
- The Commission has reached about 3 million veterans to date, and estimates about 3.2 million veterans to go, many of whom are hard to find due to the invisible wounds of war, wounds of service, or wounds of neglect or being forgotten.
- MG Aylward requested the support of the Reserve Chiefs to assist in identifying the Vietnam era veterans in the neighborhoods where their reserve centers units are living and operating, and work with the Commission to deliver official lapel pins to these veterans. He asked for assistance with displaying posters and using social media to spread the word about the Commemoration.
- He noted that 48 of the 68 living Congressional Medal of Honor recipients are Vietnam War veterans.
- He announced that in 2023 there will be large key events in the Washington DC National Mall to honor the Vietnam War veterans.
- Chairman Punaro discussed his 50-year Basic School class reunion in June 2019, and that of 230 students in his TBS class, they had 100 surviving members attend the reunion. The Vietnam War Commemoration attended and pinned on the lapel pin and presented certificates to every Marine to honor their service, some for the first time since the war. This recognition was made in front of

family, and important because of the poor reception many endured upon return to the US, those with PTSD were called malingerers, PTSD not recognizable at that time, and it was so meaningful to receive this recognition.

- MG (Ret) Aylward thanked the Board for the opportunity and offered to assist in developing a public service announcement if the Chairman is willing, and closed presentation.

1245 – Reserve Forces Policy Board Military Executive Closing Remarks Closing Remarks
– **Major General John B. Hashem, USAR, *RFPB Military Executive***

- MG Hashem thanked the Board members for their participation in the meeting.

1250 – Closing Remarks

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

- 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