



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



**Wednesday, June 7, 2017**  
**Location of Meeting: Pentagon Room 3E863**

20 June 2017

**Members Present**

1. Sergeant Major Michael Lewis ARNG - Enlisted Military Advisor to the RFPB (Non-voting)
2. Lieutenant General David Barno, USA (Ret), Distinguished Practitioner in Residence, American University's School of International Service (SIS ) Faculty
3. Dr. Nora Bensahel, Distinguished Practitioner in Residence, American University's School of International Service (SIS ) Faculty
4. Major General Daryl Bohac, ANG, Adjutant General, Nebraska National Guard
5. Mr. Phillip Carter, Senior Fellow, Center for a New American Security (CNAS)
6. Captain Frances Dawn Halfaker, USA (Ret), CEO, Halfaker and Associates
7. Major General Lewis Irwin, Commanding General, Deputy Chief of the Army Reserve
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. Rear Admiral Francis Pelkowski, USCGR, Deputy Commandant of Coast Guard Operations
11. Lieutenant General Charles Stenner, USAFR (Ret)
12. Rear Admiral Linda Wackerman, USN
13. Doctor Charlotte Warren, President, Lincoln Land Community College
14. Major General Burke Whitman, USMCR,
15. Major General Cornell Wilson, Jr, USMCR (Ret)

**Invited Guests**

1. Mr. Steve Austin, Assistant Chief of Army Reserve
2. Ms. Stephanie Barna, Acting Assistant Secretary of Defense, Manpower & Reserve Affairs
3. Mr. Dennis Biddick, DASN M&RA/Total Force Integration
4. Major General Phillip Churn, USAR, Assistant. to the CJCS for Reserve Matters
5. Mr. Matt Dubois, DASD RI (Reserve Integration)
6. Mr. James W. Forbes, Chief of Staff Operations, Readiness, and Mobilization, G-33, Headquarters, Department of the Army, G-3/5/7
7. Vice Admiral James G. Foggo, III, USN, Director, Navy Staff
8. Major General Walter Fountain, ARNG, Assistant CJCS National Guard Matters/ VDJ8
9. Colonel Jim Gruny, USMC, Operations Branch Head, Current and Future Operations (POC/F) Plans, Policies and Operations, Headquarters Marine Corps
10. Mr. Anthony Kurta, Performing the Duties of the Under Secretary of Defense for Personnel & Readiness
11. General Joseph L. Lengyel, USAF, Chief, National Guard Bureau
12. Colonel Tim Lynch, USAR, Army Reserve Forces Policy Committee
13. Ms. Patricia Mulcahy, ASD (M&RA) MPP/Director, Officer and Enlisted Personnel Management
14. Major General Patrick Murphy, ARNG, Director National Guard Bureau Staff (DJS)
15. Major General John Nichols, ANG, ARFPC (Air Force)
16. Ms. Virginia Penrod, Chief of Staff for the Under Secretary of Defense for Personnel & Readiness
17. Major General Marc H. Sasseville, USAF, Deputy Director, Air National Guard
18. Lieutenant Colonel Tyler Schaff, ASD (M&RA) MPP/Assistant Director, Joint Officer Management
19. Major General Scott A. Vander Hamm, USAF, Assistant Deputy Chief of Staff for Operations, Headquarters U.S. Air Force

### **RFPB Staff**

1. Colonel Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Eric Folkestad, USAR
4. Colonel Matt Groves, ANG
5. Colonel Bill Hersh, ARNG
6. Colonel Kevin Merrill, USAFR
7. Sergeant First Class Jay Brown, ARNG
8. Sergeant First Class Yolanda Gomez, USAR
9. Ms. Cindy Tyrie, Administrative Assistant

### **RFPB Consultants**

1. Captain Jason Kim, USAR
2. Lieutenant Lena Moore, USN

### **The RFPB Fellows Society/Alumni**

1. Major General Larry Taylor, USMC (Ret)
2. Honorable Albert Zapanta, Former Reserve Forces Policy Board Chairman

### **Other Guests**

1. Colonel David Anderson, USAFR, Director Reserve Integration/OASD/M&RA
2. Scott Bousum, Legislative Director, Enlisted Association of the National Guard of the U.S.
3. Major Adam Carlson, ANG, Chief, National Guard Bureau/Aide de Camp
4. Brigadier General Jeffery Cashman, ANG, Special Assist, ANG Total Force Continuum (HAF/A8XF)
5. Colonel Rich Garraton, USAR, Assistant Secretary of the Army, Manpower & Reserve Affairs
6. Ms. Katherine Kidder, Center for a New American Security
7. Mr. Josh Myerson, Strategic Policy Analyst, NG-J52, Contractor (ITA International)
8. Ms. Aniela Szymanski, Military Officer Association
9. Mr. Ben Booker, Reserve Officers Association
10. Ms. Susan Lucas, Director Legislation & Military Policy, Reserve Officers Association
11. Sergeant Michelle Stokes, USA, Army Photographer
12. Sarah Maples, Director, National Security and Foreign Affairs, Veterans of Foreign Wars
13. Captain John McCracken, USN, ASST SECNAV M&RA, Staff Director
14. Lieutenant Colonel Ryan Price, ANG, NG-J52 USAF
15. Mr. Scott Sharp, Strategic Planner, NGB-RMA (PA&E)
16. Ms. Amy Schafer, Center for a New American Security
17. Mr. Andrew Swick, Center for a New American Security
18. Major Natasha Taylor, ANG, National Guard Bureau/CF
19. Specialist Trevor Wiegel, USA, Army Photographer
20. Mr. Daniel Ernst, Army Audio Visual Team
21. Lieutenant Colonel David Shattis, ANG, Chief, National Guard Bureau/CAG
22. Sergeant Stokes Shaquille, USA, Army Audio Visual Team
23. John Towles, Veterans of Foreign Wars

**The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on June 7, 2017 in Room 3E863.**

0900 – LTG David Barno, USA administratively opened the Board to conduct required administrative business and welcomed members, staff, and invited guests.

0905 – Major General Walter Lord, ARNG, RFPB Military Executive, provided additional administrative announcements to the Board.

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

**0910 – Closed Session Opening Remarks by Senior Member, Reserve Forces Policy Board – LTG (Ret) David Barno, USA**

- LTG Barno announced this portion of the meeting was closed to the public from 9:10 a.m. to 13:30 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).
- LTG Barno 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.

**0915 – Mr. James W. Forbes**

**- Chief of Staff Operations, Readiness, and Mobilization, G-33, Headquarters, Department of the Army, G-3/5/7**

- Mr. Forbes stated that the Army is experiencing a chasm of experience shortages in its maneuver warfare skills.
- He noted that the Army performed zero National Training Center armor maneuver rotations from 2003-2011, which means approximately 5,500 Company Commanders and associated personnel that normally would have trained during this period did not receive any experience in joint force on force maneuver warfare.
- The Army is placing renewed emphasis on maneuver rotations. The Army National Guard will train four armored brigades a year at NTC in support of this emphasis.
- The Army's ratio of Active and Reserve force composition is now 47% Active and 53% Reserve and requires updated policies to manage the force. The current policies are inadequate. It is anticipated that future force ratios will increasingly emphasize higher percentages of Reserve forces.
- He concluded by stating that readiness decisions have required the Army and its Reserve Components to move from the ARFORGEN readiness model to the new Sustainable Readiness Model (SRM). The new model will have some aspects of ARFORGEN and tiered Readiness.

**1010 – Break**

**1020 – Major General Scott A. Vander Hamm, USAF**

**- Assistant Deputy Chief of Staff for Operations, Headquarters U.S. Air Force**

- Maj Gen Vander Hamm provided an update of the use and planned use of RC forces throughout the Air Force and around the world. The Air Force Total Force is continuously engaged globally supporting geographic and functional COCOMs.
- Maj Gen Vander Hamm gave three vignettes of RC units that were able to deploy when called upon and exceeded expectations in their respective theaters of operations.
  - In one instance, a unit was given very short notice deployment orders and was able to deploy within three weeks.
  - This demonstrates the capacity available within the RC.

- MG Orr asked a question about AF Associations and whether or not more would be energized. Maj Gen Vander Hamm stated that associations have never not been energized. The AF is looking at new ways to use associations to address challenges it faces, such as the pilot crisis.
- Maj Gen Vander Hamm also stated that AC/RC integration is not only happening at the squadron level and between units, but also at the highest levels of leadership. The example he gave was Lt Gen Stacie Harris, AF/CVA and Chief of the Air Staff, who is a Reservist.
- The goal of the Air Force is to achieve a seamless Total Force team.

#### **1100 – Vice Admiral James G. Foggo, III, USN**

##### **- Director, Navy Staff**

- VADM Foggo provided the RFPB with a Fleet Commander’s perspective on employment of the Reserve Component as a member of the total force.
- He detailed his perspective as commander of the 6<sup>th</sup> Fleet faced with the “Three Rs” – Russians, Radicals, and Refugees.
- He discussed numerous operations and exercises, describing how key Reserve Component personnel filled gaps and seams, and provided key capabilities in areas such as medical, chaplain, public affairs, supply, and intelligence/operations fusion.
- VADM Foggo noted Reserve Component personnel provide a significant amount of effective data analytics to the Navy, noting this skillset is not necessarily organic to the Navy and leveraging civilian expertise provides great benefits.

#### **1140 – Break**

#### **1210 – Colonel Jim Gruny, USMC**

##### **- Operations Branch Head, Current and Future Operations (POC/F) Plans, Policies and Operations, Headquarters Marine Corps**

- Col Gruny spoke to three main topics related to the Reserve Component. These were:
  - Reserve Component Utilization
  - Role of the Reserve Component in current operations
  - Planned employment of the Reserve Component in FY18 and FY19
- He stated the Marine Corps' intent has been and remains to maximize the use of the RC to in order to provide relief to the AC. The challenge is balancing between the Operational and Strategic use of the Reserve Component. The current employment of the Reserve Component has been on the Operational side of the spectrum, using both units and Individual Augments (IA).
- A Force Optimization Review is currently underway and will further define requirements when complete, and will maximize strengths of the Reserve Component. The Reserve Component has already been slated for Defensive Cyber Operations with planned locations near civilian sector cyber hubs on the East and West Coasts. Reserve expertise in other areas where Reserves excel, such as advising and assisting, will be explored.
- MARFORRES currently uses a five year Force Generation Model, with one year of employment an 4 years in dwell. Reserve Marines are currently employed around the globe in CENTCOM, AFRICOM, EUCOM, PACOM, and SOUTHCOM AORs, with SOUTHCOM almost entirely handled by the reserves. While funding for reserve operations is at a good level through FY19, it falls off beginning in FY20.
- The success of the Marine Corps Inspector-Instructor (I&) program, which integrates Active Duty Marines with reserve units, was discussed as a program which works very well. A question was also posed regarding the impact of increased operational tempo on retention, with Col Gruny stating that he believed that increased tempo improved retention because most Marines wanted to deploy.

**1250 – General Joseph L. Lengyel, USAF**  
**- Chief, National Guard Bureau**

- Gen Lengyel provided the RFPB an update on his concerns and continuing issues he sees with the continued employment of the National Guard as an Operational Reserve.
- He stressed that when the Guard is operational, everything is better, including relationships, readiness, experience, morale, recruiting, and retention.
- He noted that approximately two-thirds of the recommendations from the National Commission on the Future of the Army have been completed, as well as about half of the National Commission on the Force Structure of the Air Force recommendations.
- He spoke broadly about readiness, suggesting Army National Guard full-time support should be adjusted and specifically targeted to improve speed of readiness processes, and not necessarily simply an increase in readiness.
- He addressed the need for innovation with the National Guard organization and administration, and briefly described a recently created team heavily leveraging civilian expertise tasked with applying effective business concepts where applicable within the National Guard Bureau.
- He discussed manning issues in the pilot and other high-demand career fields, reinforcing the need for predictable, disciplined schedules, though he noted National Guard vacancy numbers are not as bad as those for the active components.
- Gen Lengyel included his recent experience visiting deployed National Guardsmen in the Sinai, and emphasized their feelings of betrayal by the disparate lack of benefits provided to them under the 12304b involuntary mobilization authority.

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

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

**1330– Opening Remarks by Senior Member, Reserve Forces Policy Board – LTG (Ret) David Barno, USA**

- LTG Barno 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.
- LTG Barno announced the meeting was open to the public and noted no persons had submitted requests to appear before the Board. LTG Barno asked if anyone present wished to address the Board and no one indicated a desire to do so.

**1335 – Major General Marc H. Sasseville, USAF**  
**- Deputy Director, Air National Guard**

- Maj Gen Sasseville provided the RFPB with an update on the state of the relationship between the Air National Guard and the active component Air Force, as well as issues he sees facing Air National Guard members today.
- He said that integration with the Active Component is good overall, with associations working well at the wing level, though he noted a need for more legitimate cross-component command opportunities.
- He stated the two big readiness concerns for the Air National Guard are personnel and training, and added that most needs are driven by the need for more people.
- He observed that in many ways the Air National Guard is operating as an operational reserve, but in a strategic environment, which creates friction points with systems/processes that don't apply well to the part-time airman, such as DTS, JTR, in-place mobilization, BAH, DLA, Per Diem, and 12304b.



- Maj Gen Sasseville described the need to provide military credit for civilian expertise, especially in cyber, and also discussed his concerns about the pilot shortage, retaining highly specialized personnel in the medical, UAV and cyber career fields, the continuing need for modernization and recapitalization in certain equipment sets, and how the Blended Retirement System might influence recruiting from the active components over the long term.

#### **1415 – Break**

#### **1420 – Subcommittee Updates**

##### **1420 – Lt Gen Charles Stenner, USAFR (Ret), Subcommittee Chair - Subcommittee on Supporting and Sustaining Reserve Component Personnel**

- The Personnel Subcommittee invited guest speaker, Ms. Patricia Mulcahy, ASD (M&RA) MPP/OEPM, and Lt Col Tyler Schaff from the same office to brief Joint Officer Management.
  - The speakers discussed the history of Joint Officer Management, the current policy, FY 17 NDAA implementation, DODI 1300.19 status, and how the Reserve Component is affected.
- Lt Gen Stenner gave an update on the US Army War College’s efforts to grant JPME II credit for students participating in their distance education program.
  - Currently limited to 3 of 23 seminars in the CJCS-accredited USAWC (DE Program) due to student and faculty acculturation requirements. No more than 60 percent of the students in each seminar can be from the host Service (i.e., the Army). The balance is comprised of Active and RC Navy and Air Force (Guard/Reserve members).
  - There are several challenges in gaining the right mix of faculty and students to meet the acculturation requirements.
  - At the 3 May 2017 Personnel SC meeting, Lt Gen Stenner asked each Service Policy Committee/Board to look into the issue.
  - No RFPB Personnel SC action required at this time.
- Joint Travel Regulation (JTR) Challenges
  - Lt Gen Stenner briefed some of the issues Services were having with the JTR and limitations for the Operational Reserve.
  - At the 3 May 2017 Personnel SC meeting, the SC staff asked each Service Policy Committee/Board to relay specific issues they were having. The SC is still gathering data and will continue to monitor.
- After a summary of each issue and some discussion, the Personnel Subcommittee made three recommendations:
  - Statutory G/FO Positions: “Recommend that the Department introduce legislation to *“Reinstate the statutory requirement of O-9 for the Vice Chief of the National Guard Bureau, the Directors of the Army and Air National Guard, and the Chiefs of each Reserve Component.”*”
  - Blended Retirement System Contribution Limits: “The Department support H.R. 1317 and S.492. which propose changes in tax law to amend *“the Internal Revenue Code to allow members of the Ready Reserve of a reserve component of the Armed Forces to make the maximum allowable contribution (\$18,000 in 2017) to their Thrift Savings Plans (TSPs) without limiting the amount such members may contribute to a retirement plan based upon other employment. The bill also doubles the maximum allowable contribution amount to the TSPs of federal employees in the Ready Reserve who are not eligible to make contributions to any plan other than the TSP.”*”
  - 12301(h) – Full benefits for RC wounded & injured members: “*The Department support the GI Bill Fairness Act of 2017, adding Title 10 12301(h) as a period of “active duty” to Title 38, Section 3301 (1)(B) for the purpose of accruing Post-9/11 GI Bill benefits.”*”

- Each recommendation was voted on and unanimously passed by the Board.
- Mr Phil Carter gave an overview of the paper authored by CNAS and released in March 2017 entitled *AVF 4.0: The Future of the All-Volunteer Force*.

**1520 – LTG David Barno, USA (Ret), Acting Subcommittee Chair**  
**- Subcommittee on Ensuring a Ready, Capable, Available, and Sustainable Operational Reserve**

- LTG Barno provided the RFPB with an update on operational Reserve Subcommittee actions since the March meeting.
- He reviewed the proposed definition for the term "Operational Reserve" and discussed developments with the Declaration of National Emergency and benefits related to 12304b involuntary mobilization authority.
- He discussed Congressional proposals designed to address benefits disparities between 12304b and other mobilization authorities, and proposed a formal recommendation for Board discussion and consideration.
- The Board discussed the motion and unanimously voted to recommend to the Secretary of Defense to support the legislative efforts.
- LTG Barno then proposed a formal recommendation for Board discussion and consideration to amend policy to address non-statutory benefits not included under 12304b.
- The Board discussed the motion and unanimously voted to recommend to the Secretary of Defense to amend DoD policy to include 12304b as a status eligible for certain non-statutory benefits.

**1550 – Closing Remarks, by Military Executive, Reserve Forces Policy Board - Major General Walter Lord, ARNG**

**1555 – Closing Remarks by the Senior Member, Reserve Forces Policy Board – LTG (Ret) David Barno**

- LTG Barno 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