



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



AGENDA – Thursday, September 12, 2018
Location: Army Navy Country Club, Arlington, Virginia

Members Present

1. Maj Gen Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board
2. SGM Michael Lewis, ARNG, Enlisted Military Advisor to the RFPB (Non-voting)
3. LTG David Barno, USA (Ret), Visiting Professor of Strategic Studies and Senior Fellow at the Merrill Center at the Johns Hopkins School of Advanced International Studies
4. Dr. Nora Bensahel, Visiting Professor of Strategic Studies and Senior Fellow of the Merrill Center at the Johns Hopkins School of Advanced International Studies (SAIS)
5. Maj Gen Daryl Bohac, ANG, The Adjutant General, Nebraska National Guard
6. MG Jody Daniels, USAR Nominated
7. CPT Frances Dawn Halfaker, USA (Ret), CEO, Halfaker and Associates
8. Mr. Brett Lambert, Vice President for Corporate Strategy, Northrop Grumman Corp
9. MG Blake Ortner, Military Executive (Non-Voting), Reserve Forces Policy Board
10. MG Timothy Orr, ARNG, The Adjutant General, Iowa National Guard
11. LTG Charles Stenner, USAFR (Ret)
12. MG Marty Umbarger, ARNG (Ret) Nominated
13. RDML Linda Wackerman, USN
14. Dr. Charlotte Warren, President, Lincoln Land Community College
15. Maj Gen Sheila Zuehlke, USAFR, (Ret)

Invited Guests

1. Mr. Steve Austin, Assistant Chief, Army Reserve
2. Ms. Stephanie Barna, Performing the Duties of the Under Secretary of Defense, Personnel & Readiness
3. Dr. Russell Beland, DASN M&RA (Military Personnel Policy)
4. Ms. Veronica Daigle, PDASD Readiness
5. RDML Matthew W. Sibley, Acting Director, Reserve and Military Personnel, U.S. Coast Guard
6. MG Tammy Smith, HQDA Deputy G-1, U.S. Army
7. Ms. Jerilyn (Jeri) Busch, Director of Military Compensation Policy
8. Mr. Ted Graham, Director Materiel (RPR) OASD Readiness, Acting PD (RPR)
9. Mr. Judd Lyons, DASD Reserve Integration, OASD M&RA
10. Mr. Kelly K. McKeague, Director, Defense POW/MIA Accounting Agency
11. Ms. Virginia Penrod, Acting ASD Manpower and Reserve Affairs
12. Brig Gen Steven R. Rosenmeier, Mobilization Assistant to the Deputy Chief of Staff, Manpower, Personnel and Services, Headquarters U.S. Air Force
13. Mr. Tom Liuzzo, Assistant Director for Military Compensation Policy, Personnel and Readiness
14. RADM John Nowell, Director, Military Personnel Plans and Policy (OPNAV N13)
15. MajGen Craig C. Crenshaw, Director, Manpower Management Division, Manpower and Reserve Affairs
16. Gen Craig McKinley, ANG, (Ret) National Chairman, Employer Support of the Guard and Reserve (ESGR)
17. Capt Ryan Bullard, USAF, A1 Commander's Action Group, DCS, Manpower, Personnel, and Services
18. MG Patrick Murphy, ARNG, Director National Guard Bureau Joint Staff (DJS)
19. Mr. Raymond Rees, Deputy Assistant Secretary of the Army, Manpower & Reserve Affairs

20. MG A.C. Roper, USAR

RFPB Staff

1. Col Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. CAPT Matt Berta, USN
4. LT Raquel Brown, USCGR
5. Col Rob D'Alto, ANG
6. COL Eric Folkestad, USAR
7. COL Bill Hersh, ARNG
8. Col Darren Paladino, USAFR
9. Ms. Sonya Strader-Cherry, Administrative Assistant
10. SFC Yolanda Gomez, USAR

RFPB Consultants

1. Col Mark Cancian, USMCR (Ret)
2. LCDR Lena Moore, USN

The RFPB Fellows Society/Alumni

1. LTC John Paul Cook, USAR (Ret)
2. VADM John Cotton, USN (Ret)
3. Mr. Mark H. Davidson, former DASN-RA
4. COL Robert Green, USA (Ret), Vice President of the RFPB Fellows Society
5. MG Gus Hargett, ARNG (Ret)
6. CAPT Tom Jones, USN (Ret)
7. The Honorable Terry O'Connell, Former Reserve Forces Policy Board Chairman
8. CWO4 George Rubesha, USCGR (Ret), Treasurer
9. MG Michael Sumerall, ARNG (Ret)
10. MajGen Larry Taylor, USMCR (Ret)
11. The Honorable Albert Zapanta, Former Reserve Forces Policy Board Chairman

Other Guests

1. COL Albert Antonik, Reserve Intergration/OASD M&RA
2. Mr. Scott Bousum, Legislative Director, Enlisted Association of the National Guard of the U.S.
3. Mr. Philip Bena, RCI Systems
4. Lt Col Margaret Bereano, USAF, Chief Legislative Initiatives, AF-REI
5. CMSgt Amanda Bertrand, USAF DODHRA DPFSC
6. COL Chad Bridges, ASA M&RA
7. The Honorable William Chatfield, Special Assistant OASD P&R
8. CDR Alexander Foos, USCGR, Reserve and Military Personnel, U.S. Coast Guard
9. Col Matt Groves, ANG, Former RFPB Air Guard Senior Advisor
10. CDR Thomas Gwilliam, USCGR, Reserve and Military Personnel, U.S. Coast Guard
11. Mr. Mike Hadley, NGAUS
12. Lt Col Mark Hannigan, USAFR, AF-RE, Chief of Congressional Outreach
13. Brig Gen Farris Carlos Hill, USAF, SAF-LL, MA to Director Legislative Liaison
14. CAPT Christopher Hulser, USCGR Deputy Reserve and Military Personnel, U.S. Coast Guard
15. CAPT Eric Johnson, Reserve Integration/OASD M&RA
16. Col Shariful Khan, Reserve Integration/OASD M&RA
17. Col Jason Knudsen, USAFR, Executive Director Air Reserve Forces Policy Committee, SAF-MR
18. Ms. Gina M. Kraper, Chief, Legislation & Policy Branch NGB/A1XX
19. CAPT Tasya Lacy, USN, Head Reserve Officer Plans and Policy, DCNO N1
20. Mr. Joseph Lawson, Army Photographer

21. SMSgt Jacob Lindsay, USAF, NGB/A1XX
22. Col Michael Lockwood, Military Executive, Army Reserve Forces Policy Committee, ASA MRA
23. Ms. Susan Lucas, Director, Legislation & Military Policy, Reserve Officers Association
24. Mr. Bob Lyon, Acting Deputy Executive Director, ESGR
25. Col Sean Maita, Director, Office of Marine Forces Reserve, HQMC
26. Michael Melillo, Deputy Director Force Management, MPP/OEPM, OUSD (P&R)
27. CAPT John McCracken, USN, ASST SECNAV M&RA, Staff Director
28. 1LT John McElligott, USAR, Deputy Executive Director, Commissioned Officers Association of the U.S. Public Health Service, Inc.
29. COL John Moreth, USA, Reserve Integration/OASD M&RA
30. Mr. Josh Myerson, Strategic Policy Analyst, NG-J52, Contractor (ITA International)
31. Mr. David Nokes, Public Affairs Specialist, OATSD(PA)/CPO
32. GySgt Josphe Nunez, USMC, Manpower Management Division, Manpower and Reserve Affairs
33. LTC Chris Nyland, USA, Military Deputy to the Assistant Secretary of Defense (M&RA)
34. CAPT Matthew Phillips, USN, Naval Strategist, CNO
35. Maj Gen Eric Overturf, USAFR - Mobilization Augmentee to the Chief of the Air Force Reserve
36. Maj Curt Owens, USAR, Strategist, OCAR
37. CDR Dan Pugh, Reserve Intergration/OASD M&RA
38. Mr. John Rothrock, Reserve Officers Association
39. Mr. Scott Sharp, OUSD(P&R), Close Combat Lethality Task Force
40. CAPT Daryl Schafler, Reserve Intergration/OASD M&RA
41. Ms. Branda Scott, Deputy Chief AF/A1 Action Group, AF-A1
42. Lt Col Bernard Smith, USAF, Military Asssistant, DPAA FO
43. Col Tracy Smith, Reserve Integration/OASD M&RA
44. Mr. Todd South, Ground Combat Reporter for Military Times
45. CDR Michael Von Stein, USCGR, Reserve and Military Personnel, U.S. Coast Guard
46. CAPT Mark Sucato, USN, Staff Director, ASST SECNAV M&RA
47. Maj Gen Carol Timmons, ANG - Vice Chair, Air Reserve Forces Policy Committee (The Adjutant General, Delaware National Guard)
48. CMSgt Amy Turek, Legislation & Policy Branch NGB/A1XX
49. Col Ed Vaughan, Reserve Integration/OASD M&RA
50. SMSgt Jayme L. Wardrop, USAF SAF-MR
51. MSgt Timothy Whalon, USAF NGB A1
52. Ms. Megan Whalon

The Reserve Forces Policy Board (RFPB) held a quarterly meeting in Open Session at the Army Navy Country Club, Arlington, Virginia on September 12, 2018.

0830 – RFPB Administrative Business Opening Remarks

- MajGen 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.

0835 – Opening Remarks, by Military Executive, Reserve Forces Policy Board

- MG Blake Ortner, ARNG

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

0840 – Chairman Punaro welcomed new nominated Board members (MG Daniels, USAR and MG (Ret) Umbarger, ARNG), new staff members (Col D’Alto, ANG, and Col Paladino, USAFR), and presided over an awards ceremony for departing Board member, MG Roper, USAR.

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

0850 – Chairman’s Welcome and Opening Remarks

- MajGen 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.

0855 – ASD Manpower & Reserve Affairs Update

- Ms. Virginia Penrod, Acting ASD Manpower and Reserve Affairs
- Ms. Penrod discussed continuing Department of Defense (DoD) programs that support readiness.
- She stated that the Innovative Readiness Training (IRT) is a DoD military training opportunity, exclusive to the United States and its territories, that delivers joint training opportunities to increase deployment readiness.
- She also stated that simultaneously, IRT provides key services with lasting benefits for our American communities.
- Ms. Penrod also mentioned that the MSO/VSO Round Table is a forum designed to facilitate a two-way dialog between ASD (M&RA) and the top national military and veteran community support and advocacy organizations of 22 participating organizations including Reserve Officers Association, National Guard Association of the United States, Enlisted Association of the National Guard of the United States and the Director Iraq and Afghanistan Veterans of America.
- She concluded by briefing the non-deployable policy and several authorities in the FY 2019 NDAA that provide greater career flexibility for the force.

0940 – Break

0950 – Coast Guard Manpower Initiatives

- RDML Matthew W. Sibley, Acting Director, Reserve and Military Personnel, U.S. Coast Guard
- RDML Sibley focused on three areas during his comments to the Board - the Coast Guard Reserve is a ready, relevant, and responsive workforce.
- He stated that the Coast Guard Reserve is, and remains ready, with the relevant competencies, and is responsive to a wide variety of contingencies and with a responsive force to meet the many evolving threats to the United States at home and abroad.
- He stated that previously the U.S. Coast Guard did not have a Reserve Component Policy Statement, however, the new Commandant of the Coast Guard, ADM Karl Schultz, issued a Reserve Component Policy Statement that emphasized the Coast Guard Reserve is a ready force in garrison that is prioritized in 4 focus areas: 1) Defense Operations; (2) Ports, Waterways, and Coastal Security; (3) Incident Management and Response; and (4) Mission Support; and can be activated and deployed domestically in 48 hours.

- RDML Sibley stated that the Coast Guard Reserve is relevant. The Reserve is currently authorized 7,000 personnel distributed across multiple mission areas, with a heavy focus on Shore Forces, Boat Forces, Mission Support, and Defense Operations capabilities, but actual numbers have decreased over that past 4 years due to budget constraints.
- RDML Sibley noted that the Coast Guard Reserve has always been responsive. At least one Port Security Unit (PSU) is deployed at all times.
- He then stated that over the next few years, the Reserve will be focused on three strategic priorities:
 - Get the Organization Right
 - Get the Force Right
 - Build Leadership for the Reserve
- RDML Sibley explained that getting the organization right consists of addressing gaps in Reserve Component governance.
- RDML Sibley emphasized that getting the force right consists of addressing accession challenges, reviewing the distribution of full-time support (FTS) positions, and aligning workforce skills with requirements.
- Finally, RDML Sibley highlighted the importance of building leadership for the Reserve.
 - He stated that we must ensure AC and RC leaders have the tools, resources, and knowledge to lead the Reserve forward.
 - He noted that improving the training and development of Reserve Managers (Reserve Program Administrators, as well as civilian FTS) is crucial to the day-to-day management of the Reserve Component.
- He concluded by stating that we need to invest in the next generation of Reserve leaders by providing them visibility on the issues and organizations impacting the Reserve. These include increasing visibility and understanding of things like Coast Guard budgeting process and policy, and the linkage between organizational levels and their roles and responsibilities at the strategic, operational, and tactical levels.

1035 – **Army Manpower Initiatives**

- MG Tammy S. Smith, HQDA Deputy G-1, U.S. Army

- MG Smith discussed manpower accessions, non-deployability challenges, and DOPMA/ROPMA reform efforts.
- She highlighted that Fiscal Year 19 recruiting, retention, and end strength goals are on track for the regular Army and Army National Guard.
- MG Smith stated that the Army Reserve projected retention mission is increasing to meet 199.5K end strength.
- She stated that recruiting challenges include low unemployment, low propensity to serve, and non-citizen vetting delays.
- She further discussed that the Army is shrinking the pool of non-deployables from 158K to 105K over two years and will decrease an additional 5% by September 2020.
- She concluded by saying that the Army's future initiatives include:
 - Improving the Integrated Disability Evaluation System process
 - Evaluating the Occupational Physical Assessment Test
 - Evaluating the Army Combat Fitness Test
 - Evaluating the Holistic Health and Fitness Program

1120 – **Duty Status Reform Update**

- Ms. Jerilyn Busch, Director of Military Compensation Policy Personnel and Readiness

- Mr. Tom Liuzzo, Assistant Director for Military Compensation Policy, Personnel and Readiness

- Ms. Busch and Mr. Liuzzo briefed the Board last year and provided a quick overview of the background leading to the Duty Status Reform (DSR) efforts as it relates to the FY 2016 NDAA Sec 515 requirements and the problems with the construct. They stated the FY 2016 NDAA mandated DoD assess the viability of the Military Compensation and Retirement Modernization Commission (MCRMC) RC Duty Status Reform Proposal and submit an alternative approach if MCRMC recommendation did not meet DoD's needs.
- They stated that DoD established a Senior Leader Steering Committee (SLSC) & working group to assess MCRMC and analyze alternatives. They stated that DoD also developed a construct for RC duty status reform that will reduce or eliminate impediments to training and accessing RC members for active service. Impediments include: pay and benefits inequities, disruption in pay and benefits, programming and budgeting limitations, accessibility and complexity.
- They stated the proposed construct is broken down into four Categories (the numbering has been reversed since last year):
 - CAT I: Active Service in which the member may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; providing federal assistance in the response to a man-made or natural disaster; or providing federal service in the response to civil unrest. Support, training, and preparation associated with Category I missions prior to deployment, employment, and post deployment are included in this category.
 - CAT II: Active service, as determined by the Service Secretary that does not meet the Category I requirements, i.e. Staff Work in the Pentagon.
 - CAT III: Blocks of time dedicated to readiness to include: required training, administrative activities, support activities, and additional training to prepare individuals and units to be ready for future use/mobilization, i.e. Drill Days.
 - CAT IV: Activities approved by the Secretary concerned for compensation upon successful completion of training, performed by an individual reservist through virtual or non-resident means while in a non-duty status and not under direct military supervision, i.e. Remote Duty.
- They did highlight that the key points of their presentation were to maintain a 'drilling' status for the RC; consolidate down to four categories with eight duty authorities; align four benefit packages to the four duty categories; facilitate aligning programming and budgeting to the 4 categories; approve minor duration and personnel strength limitations for activation of RC Service members; brief multiple internal and external audiences on the proposed construct and finally in Sec. 511 of SASC mark (S.1519) to include language directing the Secretary of Defense to submit detailed legislation implementing the reform proposal by April, 2019.
- In conclusion, they quickly answered questions about USERRA impacts by clarifying that Category I will cover all pre and post-mobilization periods. They did note that Department of Labor was not on the list of organizations to be briefed on DSR, but mentioned that they will be added.

1205 – 1250 **Break**

1250 – **Navy Manpower Initiatives**

- RADM John Nowell, Director, Military Personnel Plans and Policy (OPNAV N13)

- RADM Nowell provided the Board with an update about the Navy's Sailor 2025 initiative, which included two videos marketing to that part of the population that knows "of" the Navy, but doesn't know "about" the Navy.
- The first video was the "Sea to Stars" video that was first aired during the 2017 Army vs. Navy football game and demonstrated how "Faces from the Fleet" are being used.
- Navy's recruiting efforts are focused on developing the "Navy the Nation Needs:" Bigger, Better, Networked, Talented, Agile, and Ready.
- The "War for Talent" is challenging in the face of a significant personnel growth over the next year: ~21,000 more personnel over the next 5 years, with 26% increased accessions.

- The second video compared a racing pit crew from the early days of racing with a team from today, as a way to demonstrate how teamwork and technology can achieve greatness.
- The Chairman asked about the types of skillsets the Navy will need, and RADM Nowell stated that Hypersonic, Cyber, and AI are among the starting points that 18 community managers are studying.
- The Navy is focused on updating and consolidating 55 separate systems and 253 programs of record into a more customer-focused capability to achieve an Integrated Pay & Personnel System (IPPS) by 2021.
- Future Officer Corps planning will use three models: “Up & Out,” “Up & Bring Back,” and “Up & Stay.” The NDAA ’19 changes provides much more flexibility to do all three.
- Mr. Cancian asked for an update to the Career Intermission Program, which RADM Nowell stated has been very popular with those folks coming back getting promoted and offered command.

1335 – **Marine Corps Manpower Initiatives**

- MajGen Craig C. Crenshaw, Director Manpower Management Division, Manpower and Reserve Affairs

- MajGen Crenshaw informed the Board that the Marine Corps is looking at close and distant initiatives and spent two years conducting a bottom-up review for the Force of 2025. Highlights of the discussion were:
 - He stated that the Marine Corps Reserve will continue to mirror the Active Marine Corps structurally.
 - He noted that the Marine Corps desires squad leaders with more experience and is looking at bonuses to keep more Marines beyond their first term. He further stated that Junior Marines make up 65% of the force so this will cost more to retain them.
 - He briefed that Marine Corps is looking to stabilize numbers over the summer months and recently increased Active Reserve structure by 125 billets.
- He concluded by saying that Reserve PME was seen as lacking so a new program would allow Reserve Lts to come on active duty for a year, and also to allow LtCols to do the same after completing TLS.

1420 – **Subcommittee on Ensuring a Ready, Capable, Available and Sustainable Operational Reserve**

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

- LTG Barno provided a recommendation regarding an official DoD definition for the Operational Reserve for consideration by the Secretary of Defense.
- He noted that 2 previous recommendations were submitted, and to date, none of those definitions were acted on by OSD.
- The board reviewed the proposed definition for the term “Operational Reserve,” to include a statement on strategic depth. This definition reflects the characteristic of an Operational Reserve, shares the intent of DoDD 1200.17, and meets the policy guidelines that the RCs provide operational capabilities and strategic depth to meet U.S. defense requirements across the full spectrum of conflict with total integration of Active and Reserve Components as a total force.
- A member of the audience provided the following comments during the discussion on the proposed definition:
 - By including "lethality" in the first sentence, the definition fails to recognize the important combat support and combat service support elements which are and can be offered from the Reserve Component and National Guard. He offered that a more fitting introductory sentence would state something to the effect that "The Reserve Component can provide operational capacity throughout the range of military missions and military operations ranging from peace to war."

- Planning, programming, budgeting and executing (PPB&E) for operational use of the Reserve Component is missing from the definition. Without resources there is no means by which the Reserve can provide operational capacity. By failing to mention this, the definition fails to identify a key element necessary to realize a truly operational capability from the RC.
- These comments were acknowledged by the Chairman and the Board, but not included in the definition.
- The Board then voted to approve the recommendation for an Operational Reserve definition to be submitted to the Secretary of Defense for consideration.

1440 –Air Force Manpower Initiatives

- Brig Gen Steven R. Rosenmeier, Mobilization Assistant to the Deputy Chief of Staff, Manpower, Personnel and Services, Headquarters U.S. Air Force
- Brig Gen Rosenmeier discussed Air Force's Total Force Integration and addressed the issues in growing the Air Force efficiently and effectively.
- He also dovetailed the difficulty in forecasting pipeline capacity to foster recruiting and retention issues.
- He mentioned talent management is both an art and a science.
- He then focused on personnel readiness, and plans to adapt the Air Force's personnel system to meet future Total Force challenges.
- He stated the Air Force is leveraging the Air Reserve Components to meet requirements.
- MG Orr suggested the Army National Guard Model which uses Basic Military Training surges during summer months to accommodate their split option recruits. He noted they also supplement ROTC with AGR's from the Army National Guard.
- Brig Gen Rosenmeier stressed some concerns with permeability and continuum of service and how the blended retirement system will affect retention.
- He also recognized the evaluation systems for Officers and Enlisted has disconnects.
- He concluded by mentioning the uniform changes such as the 01 October 2018 Operational Camouflage Pattern (OCP) Transition of Air Force Uniforms.

1525 – 1535 Break

1535 – Defense POW/MIA Accounting Agency

- Mr. Kelly K. McKeague, Director, Defense POW/MIA Accounting Agency
- Mr. McKeague briefed the lineage and the scope of the Defense POW/MIA Accounting Agency and their presence in 4 CONUS and 4 Overseas locations.
- He stated that the agency is humanitarian in nature and works with 46 nations on the recovery of the remains of our U.S. fallen.
- He noted that the humanitarian nature of the agency allows them to access some countries the U.S. might have sanctions against, and that currently they operate in 17 countries.
- He stated that the Organization is sanctioned to provide identification of veterans from World War II to the present.
- He briefed that there are 82,238 Military Personnel unaccounted for and most of them are from WWII due to the magnitude of the war. He noted that there were 27 Tuskegee Airmen still missing.
- He stated that the Department of State has responsibility for the Singapore Summit which has allowed the U.S. back into North Korea for repatriation of our fallen.
- He said that in the spring of 2019 the agency will be attempting to work with North Korea as there are 5,300 personnel still missing presumed to be in North Korea.

- He emphasized that due to technological advances, 2017 was the high point of identification throughout the agencies service, and that the agency is leveraging public-private partnerships and working through universities to expand capacity of the agency and the mission.
- He concluded, by saying that the only other country which has similar capability both in size, scope and ability are the South Koreans.

1620 – Closing Remarks by Military Executive, Reserve Forces Policy Board

- MG Blake Ortner, ARNG

1625 – Closing Remarks by Chairman, Reserve Forces Policy Board

- MajGen (Ret) Arnold Punaro

- 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