



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



**AGENDA – Thursday, September 13, 2017  
Location: Army Navy Country Club, Arlington, Virginia**

**NOV 17 2017**

**Members Present**

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board
2. Sergeant Major Michael Lewis ARNG, Enlisted Military Advisor to the RFPB (Non-voting)
3. Lieutenant General David Barno, USA (Ret), Distinguished Practitioner in Residence, American University's School of International Service (SIS) Faculty
4. Dr. Nora Bensahel, Distinguished Practitioner in Residence, American University's School of International Service (SIS) Faculty
5. Major General Daryl Bohac, ANG, Adjutant General, Nebraska National Guard
6. Mr. Phillip Carter, Senior Fellow, Center for a New American Security (CNAS)
7. Vice Admiral John Cotton, USN (Ret), Defense and Security Consultant
8. Captain Frances Dawn Halfaker, USA (Ret), CEO, Halfaker and Associates
9. Major General Lewis Irwin, Deputy Chief of the Army Reserve
10. Mr. Brett Lambert, Vice President for Corporate Strategy, Northrop Grumman Corporation
11. Major General Walter Lord, Military Executive (Non-Voting), Reserve Forces Policy Board
12. Major General Timothy Orr, ARNG, Adjutant General, Iowa National Guard
13. Rear Admiral Francis Pelkowski, USCGR, Deputy Commandant of Coast Guard Operations
14. Lieutenant General Charles Stenner, USAFR (Ret)
15. Ms. MaryAnn Tierney, Regional Administrator, FEMA Region III
16. Rear Admiral Linda Wackerman, USN
17. Doctor Charlotte Warren, President, Lincoln Land Community College
18. Major General Cornell Wilson, Jr, USMCR (Ret)
19. Major General Sheila Zuehlke, USAFR, (Ret)

**Invited Guests**

1. Command Chief Master Sergeant Ronald Anderson, ANG, CCM of the Air National Guard
2. Mr. William Atkinson, Director for Senior Officer Policy and Special Assistant for Senior Officer Matters/OASD M&RA
3. Mr. Dennis Biddick, DASN M&RA/Total Force Integration
4. Colonel Chad Bridges, Military Assistant for Readiness, ASA M&RA
5. Mr. James Brooks, Executive Director Air National Guard
6. Ms. Jerilyn (Jeri) Busch, Director of Military Compensation Policy
7. Command Sergeant Major Ted Copeland, USAR, CSM of the Army Reserve
8. Mr. Matt Dubois, DASD Reserve Integration, OASD M&RA
9. Colonel Ken Gilliam, Director, Strategic Assessments & Operations Research, Army War College
10. Dr. Lisa Harrington, Associate Director, Forces and Resources Policy Center, RAND
11. Mr. John Hastings, DASD Readiness Programing & Resources/OASD Readiness
12. Mr. Lernes J. Hebert, Principal Director for Military Personnel Policy
13. Command Chief Master Sergeant Ericka Kelly, CCM of the Air Force Reserve Command
14. Sergeant Major Patrick Kimble, USMC, Marine Forces Reserve and Marine Forces North
15. Mr. Anthony Kurta, Performing the Duties of the Under Secretary of Defense for Personnel and Readiness

16. Mr. Tom Liuzzo, Director of Manpower and Legislation and Systems
17. Colonel Tim Lynch, USAR, Army Reserve Forces Policy Committee
18. Brigadier General Patrick Matlock, USA, Director of Army Training, DAMO-TR
19. Force Command Master Chief Clarence Mitchell, USN, SEA FORCOM Navy Reserve
20. Major General Patrick Murphy, ARNG, Director National Guard Bureau Staff (DJS)
21. Mr. Raymond Rees, Deputy Assistant Secretary of the Army, Manpower & Reserve Affairs
22. Major General A.C. Roper, USAR

#### **RFPB Staff**

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

#### **RFPB Consultants**

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

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

1. Lieutenant Colonel John Paul Cook, USAR (Ret)
2. Lieutenant Colonel Robert Feidler, USAR (Ret)
3. Colonel Robert Green, USA (Ret), Vice President of the RFPB Fellows Society
4. Captain Tom L. Jones, USN (Ret)
5. Lieutenant General Thomas Plewes, USAR (Ret)
6. Major General Jimmy Stewart, USAFR (Ret)
7. Major General Larry Taylor, USMCR (Ret)
8. Honorable Albert Zapanta, Former Reserve Forces Policy Board Chairman

#### **Other Guests**

1. Lieutenant Colonel Carolyn Ammons, USAF, General and Flag Officer Management, OUSD P&R
2. Colonel David Anderson, USAFR, Director Reserve Integration, OASD M&RA
3. Colonel Tim Adams, USMCR, Marine Corps Reserve Policy Board
4. Major Crystal Beach, USAFR, General Officer Management Support/Senior Leader Development & Training
5. Sergeant Major Mike Biere, USAR, Headquarters of the Army, Deputy Chief Staff, G-1
6. Mr. Scott Bousum, Legislative Director, Enlisted Association of the National Guard of the U.S.
7. Lieutenant Colonel Greg Bules, USAFR, AF/REI
8. Major General Adam Carlson, ANG, Chief, National Guard Bureau/Aide de Camp
9. Mr. Alex Cartano, RCI Systems
10. Honorable William Chatfield, Special Assistant OASD P&R

11. Mr. Sean Conroy, Chief ANG Director's Action Group
12. Lieutenant Colonel Robert Farmer, USAR, Military Aide, Director of Army Training, DAMO-TR
13. Lieutenant Commander Andy Frye, USCGR, Coast Guard Reserve Forces Policy Board
14. Major Valerie Gandy, USAR OCAR Legislative Affairs
15. Major Cheri Guikema, USAFR, Deputy Director General Officer Management, AF-RE
16. Major Jon Hey, USMCR, Office of Marine Forces Reserve
17. Colonel Jason Knudsen, USAF, Executive Director Air Reserve Forces Policy Committee, SAF-MR
18. Ms. Gina Kraper, Total Force Continuum Office (HAF/A8XF)
19. Captain Brett Korade, USN (Ret), Director, Naval Services Section, Reserve Officers Association
20. Mr. Michael Little, AUSN
21. Ms. Susan Lucas, Director, Legislation & Military Policy, Reserve Officers Association
22. Mr. Mark Malizia, Legislative Programs Manager, National Guard Association of the United States
23. Sarah Maples, Director, National Security and Foreign Affairs, Veterans of Foreign Wars
24. Captain John McCracken, USN, ASST SECNAV M&RA, Staff Director
25. First Lieutenant John McElligott, USAR, Deputy Executive Director, Commissioned Officers Association of the U.S. Public Health Service, Inc.
26. Colonel John Moreth, USA, Reserve Integration/OASD/M&RA
27. Mr. Josh Myerson, Strategic Policy Analyst, NG-J52, Contractor (ITA International)
28. Captain Juliet Perkins, USN, Director Integration, ESGR
29. Lieutenant Colonel Ryan Price, ANG, NG-J52 USAF
30. Ms. Joyce Randle, Office Chief Naval Reserve
31. Colonel Lara Rowlands, USAFR, Deputy Director Policy Integration, AF/REI
32. Lieutenant Commander Pettis Sims, USN, Military Assistant, OUSD P&R
33. Colonel Chris Thompson, USMCR, Reserve Integration/OASD/M&RA
34. Colonel Dawn Wallace, USAFR, Director, Senior Leader Management, AF/REG
35. Lieutenant Colonel Christopher Warner, USA, Deputy Director Mobilization, OUSD/P&R
36. Colonel Stacy Wharton, USAFR, Deputy Director, GFM/Mobilization, OASD Force Readiness
37. Commander Tom William, USCGR, Coast Guard Reserve Forces Policy Board
38. Lieutenant Colonel Julie Small, USAF (Ret), National Guard & Reserve Matters Veterans Affairs Benefits/Alumni

**Army Audio Visual Team & Photographer**

1. Specialist Mark Abigayle, USA, Army Audio Visual Team
2. Sergeant Alicia Brand, USA, Army Photographer
3. Specialist Vickey Hosannah Abigayle, USA, Army Audio Visual Team
4. Private First Class Scott Isaiah, USA, Army Audio Visual Team
5. Mr. Douglas Lovely, USA, Army Audio Visual Team
6. Mr. Leopold Medina, Jr., Army Audio Visual Team
7. Specialist Ana Pol, USA, Army Photographer

**The Reserve Forces Policy Board (RFPB) held a quarterly meeting in Open Session at the Army Navy Country Club, Arlington, Virginia on September 13, 2017.**

**0900 – RFPB Administrative Business Opening Remarks**

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

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

**0905 – Opening Remarks, by Military Executive, Reserve Forces Policy Board**

**-Major General Walter Lord, ARNG**

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

**0910 – Chairman Punaro administered the oath to the new Consultant, Captain Jason Kim, USAR.**

**0925 – Chairman Punaro presided over an awards ceremony for departing Board member, VADM John Cotton, USN (Ret).**

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

**0925 – Chairman's Welcome and Opening Remarks**

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

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

- The Chairman called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the Designated Federal Officer was present and had pre-approved the opening of the meeting and the agenda.

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

**0930 – Army War College Mobilization Wargame Series**

**-COL Ken Gilliam, USA, Director, Strategic Assessments and Operations Research, Center for Strategic Leadership, U.S. Army War College.**

**-COL Chad Bridges, USA, Military Assistant for Readiness, Assistant Secretary of the Army (Manpower & Reserve Affairs)**

- COL Gilliam stated the Army has been looking at mobilizations for large scale contingencies since May 2016. The goal is to deliver a digital mobilization proving ground model beginning at home and ending at the Ready to Load Date (RLD), which has been a blind spot for the Army. The effort is for a single large scale full mobilization for all 1,018,000 soldiers, mapping out assumptions that lead to the RLD.

He stated that the objectives are:

- Determine the degree of Army preparedness to conduct a full mobilization (most important objective). This topic had not been looked at, leading to the question of why preparedness to conduct a full mobilization has not been institutionalized? The War College is working with a West Point PHD to develop a model within the next year.
- Identify gaps and challenges in selected mobilization resource areas which would prohibit or degrade a Full Mobilization. Little friction appears to exist with other Services other than a shortfall of strategic lift assets. Mr. Carter asked if conscription was considered, and the answer was that it was not, relying on the Inactive Ready Reserve and Retired Recall. COL Bridges stated that it was assumed getting conscripts would require at least a year of lead time. He recommended innovative approaches and potential solutions to close gaps and mitigate related risk.
- COL Bridges then stated three factors related to the mobilization study:
  - The All Volunteer Force (AVF) has never fought a great power war.
  - The US Army has not conducted full scale contingency operations since the Korean War.
  - The US has not fought a war with a nuclear state.

He then discussed that his observations were across four themes:

- Planning - He noted that no DoD-wide full mobilization plan exists. Army mobilization Guidance is dated and the most recent DoD guidance is from May 1989. Assumptions were fragile and based on units being ready on their RLD, an uncontested homeland, and unmolested ports and global commons.
- Manning – Within the Army, 120,000 soldiers within the Total Force are not medically qualified, and 130,000 are in some stage of training, leaving only 75% of total manpower available. Additional manpower would have to expand and train the Army, meaning only 400,000 troops are readily available, with 50% of this number coming from the Reserve Component. Reaching full readiness would take until 2021.
- Equipping – this is the biggest factor limiting expansion of the Army because acquiring equipment takes years. Munitions are of particular concern because there over 300 single points of failure just in this area. Chairman Punaro noted this as a concern for the new administration and Dr. Bensahel asked if raiding of boneyards was considered, with the answer that boneyards were considered.
- Training – the Army is making progress but there is no way all RC units can be run through Ft. Hood and Ft. Bliss in a timely manner. The Army is currently testing no-notice deployment readiness and the goal is that mobilization readiness becomes institutionalized across the Army. It was noted again that the current processes do not account for many factors that would impact the RLD.

Members of the Board continued to comment and ask questions, to include the following:

- VADM (Ret) Cotton asked how this brief was received by senior leaders, with the response that the issues identified were not a surprise.
- The competition between State and Federal missions had not been looked at.
- MG Orr asked that the War College look into who would have the authority to sign off on risk, noting that in early phases of OEF/OIF only Title 10 Officers had the authority to validate that Guard and RC forces were ready for deployment.
- MG Bohac stated the need to look at the technical workforce and authorities to nationalize production, which will be considered as the study progresses and will occur sometime after the fall of 2018.

### **1030 – Break**

### **1045 – Army Sustainable Readiness Model (SRM)**

**- BG Patrick Matlock, USA, Director of Training, Office of the Deputy Chief of Staff, G-3/5/7, United States Army**

- Gen Matlock briefed that the Army looked within itself at previous readiness models and studied other Services and countries in developing readiness measures for the Sustainable Readiness Model (SRM). He said the Army is looking hard at resourcing for training requirements and balancing across all the Army components.
- He stated the Sustainable Readiness Model (SRM) is being managed by the Army staff to protect the resources and to provide the units the ability to train. He further stated SRM sustains optimized levels of readiness throughout the Total Force and it eliminates a “readiness cliff” that is common to units under Army Force Generation (ARFORGEN).
- He said this includes operationalizing the Reserve Component (RC) in order to leverage the unique capabilities of ARNG and USAR forces to support early and mid-deploying forces. He emphasized that this represents a major shift on the Army staff in how they program resources for the Reserve forces and they are programming for them to manage strategic risk across the readiness spectrum.
- He briefed the Army’s goal is to produce C1 or C2 units for all the Army’s components scheduled for the first 90 days of the Army’s Time Phased Force Deployment plan. He further emphasized that First Army looked hard at increasing mobilization throughput for the Army Guard and Army Reserve forces, and they are making good progress
- He concluded by saying that designating Army Guard and Army Reserve units as rotational forces will improve readiness in these formations and operationalize them within a four year training cycle with increased training days.

### **1130 – Break**

## **1215 – National Guard Response to Western US Wildfires and Hurricanes Harvey and Irma**

### **-Major General Tim Orr, ARNG**

- MG Orr discussed the ongoing National Guard responses to both wildfires in the Western US and recent hurricanes. He began with a focus on wildfires, stating the National Guard has been used every year since 2000 to combat large wildfires, and noting 39 large fires were burning uncontained at the time of the meeting.
- He then explained response efforts for hurricanes Harvey and Irma, including details on the Dual-Status commands established in both Texas and Florida to coordinate the state and federal responses.
- MG Orr provided examples of differences between the Texas and Florida responses, noting Texas was slower to accept external forces due to the scope of their own internal response. He observed that Florida used a cell of personnel to manage Emergency Management Assistance Compact (EMAC) assets from other states, as opposed to a single person in Texas – again, likely because of the greater number of National Guard and Emergency Response forces organic to Texas.
- He briefed the increasing demand for and use of Unmanned Aerial Systems (UAS) in emergency management and response, noting that Intelligence Oversight requires SECDEF approval for most UAS platforms in CONUS operations. Mary Ann Tierney added that FEMA is building UAS capability, as are numerous state emergency management organizations.
- RADM Pelkowski added since Hurricane Katrina, the USCG is much better at hurricane response, with search and rescue normally as first priority, followed by lesser-known capabilities including port reconstitution, navigational aid repair/relocation, environmental response, and repair to infrastructure.
- MG Orr detailed the size of the DoD response, noting there were three Brigade Combat Team sized elements conducting Defense Support to Civil Authorities in Florida, including about 15,000 guardsmen, while the Texas response included about 13,000 National Guard members. He added that lessons from previous storms and annual hurricane exercises have greatly improved coordination between states.
- Dr. Bensahel asked if increasing response demands tied to climate change were overwhelming National Guard capacity. MG Orr responded that the federal mission requirements of the National Guard were providing adequate response capacity, but noted we may not know what the worst case disaster looks like – it could be something like a cyber attack where the response capacity is less finite.

## **1300 – Duty Status Reform Update**

- **Ms. Jerilyn Busch, Director of Military Compensation Policy**
- **Mr. Tom Liuzzo Director of Manpower and Legislation and Systems, Personnel and Readiness**

- Ms. Busch and Mr. Liuzzo discussed 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, & complexity.

They stated the proposed construct is broken down into four Categories:

- CAT IV: Active Service, as determined by the Secretary of Defense, 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 IV missions prior to deployment, employment, and post deployment are included in this category.

- CAT III: Active service, as determined by the Service Secretary that does not meet the Category IV requirements.

- CAT II: Blocks of time dedicated to readiness to include: required training, administrative activities, support activities, additional training to prepare individuals and units to be ready for future use/mobilization.

- CAT I: 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.

In conclusion, key points of the 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.

**1345 – FY 2017 National Defense Authorization Act (NDAA) General and Flag Officer (G/FO) Working Group Briefing**

- **Mr. William Atkinson, Director for Senior Officer Policy and Special Assistant for Senior Officer Matters, Office of the Assistant Secretary of Defense (Manpower & Reserve Affairs)**

- **Dr. Lisa Harrington, Associate Director, Forces and Resources Policy Center, RAND Corporation**



- The Chairman remarked at the opening that the RFPB remains concerned about preserving the O-9 rank of the RC Chiefs.

- Mr. Atkinson began with a background discussion surrounding the FY 2017 NDAA requirement to reduce G/FO authorizations by 110 from 962 to 852 total by 31 December 2022. In addition, the SECDEF has an objective to reduce G/FO authorizations an additional 10%, or 85. A global manpower requirements study by RAND and a report setting forth the reduction plan are both due in February 2018. The Chairman emphasized that the new SECDEF Strategy needs to be considered when proceeding with this study.

- Dr. Harrington provided the board a copy of the Reserve Component G/FO study completed in 2015 before proceeding with a description of the analysis and methodology they are using with the current Active Component G/FO requirements study.

- The Chairman asked if there is a sense of support from the HASC/SASC on these reductions and is the Department essentially “stuck” with the 110 Reduction number. Mr. Kurta responded with an understanding that there is broad consensus on the Hill that we need to look at this issue and the 110 number is largely based on the “Gates Efficiencies” using strategic assumptions of 2011.

- Mr. Kurta remarked that DoD is taking an academically defensible look at this issue to retain credibility when approaching the Hill to avoid being “managed by numbers.” The numbers must be defensible based on the quality of work.

- VADM (Ret) Cotton posited that G/FO reduction is a zero-sum game, and since most of the growth in G/FO authorizations have been in the Joint realm, it appears the Services will feel the pain of the reductions more.

- Mr. Kurta responded that none of the reduction numbers are “a given,” and there is an opportunity to apply analytical rigor of this study based on the way we fight in a Joint environment, and avoid “management by numbers.”

#### **1430 – Break**

#### **1440 – Reserve Component Senior Enlisted Advisor Panel**

##### **Panelists:**

- **Panel Moderator: RFPB** - Sergeant Major Michael Lewis, ARNG, *RFPB Senior Enlisted Advisor*
- **Marine Corps Reserve** - Sergeant Major Patrick Kimble, USMC, *Sergeant Major Marine Forces Reserve and Marine Forces North*
- **Navy Reserve** - Master Chief Petty Officer (AW/SW) CJ Mitchell, USN, *Force Master Chief Navy Reserve Force*
- **Army Reserve** - Command Sergeant Major Ted L. Copeland, USAR, *Command Sergeant Major of the Army Reserve*
- **Air Force Reserve** - Command Chief Master Sergeant Ericka Kelly, USAFR, *Command Chief Master Sergeant of the Air Force Reserve Command*
- **Air National Guard** - Command Chief Master Sergeant Ronald Anderson, ANG, *Command Chief Master Sergeant of the Air National Guard*

Each of the Reserve Component Senior Enlisted Advisors in the Reserve Component Senior Enlisted Advisor Panel answered questions from the Board providing their views on top challenges and opportunities for the Reserve Components and the implications of diminishing resources on Reserve Component force structure, readiness, and Active-Reserve Component relations.

1. Dr. Bensahel asked if Reserve members would be willing to serve more than the traditionally mandated training time?

◦ **MCPO CJ Mitchell, USN, Force Master Chief Navy Reserve Force**, stated that their Navy Reservists would be willing to serve more time, and that approximately 20% of the Navy Reserve are willing to do more training. He also said they are seeking ways to leverage their civilian skills into their Navy Reserve service to increase manpower capacity.

◦ **CSM Ted L. Copeland, USAR, CSM of the Army Reserve**, answered that the Army Reserve is looking harder at when they schedule their Reservists' major training exercises to prevent their Reservists from missing the training. He stated this is because they have quite a few college students who are in the Army Reserve, and it is critical that they make sure they are scheduled for exercise training when they are not in school.

◦ **CCM Ronald Anderson, ANG, CCM of the Air National Guard**, stated that it has been a long time since the Air Guard has only done the traditionally mandated training time and that they are well past that. He further stated they are now focused on making sure their Guardsmen get to do the jobs they joined up for.

◦ **CCM Ericka Kelly, USAFR, CCM of the Air Force Reserve Command**, answered that the Air Force Reserve is no longer doing the traditional two weeks of training and that this is no longer the reality. She further stated that their Reservists need stability and assurance that they will be paid for their service and that their training isn't interrupted by continuing resolutions.

2. Dr. Bensahel asked if the quality of Reservists would be diminished if the training requirements were increased?

◦ **CCM Ericka Kelly, USAFR, CCM of the Air Force Reserve Command**, stated that most of the Air Force Reservists want to serve and that time is not a concern.

◦ **SgtMaj Patrick Kimble, USMC, Marine Forces Reserve and Marine Forces North**, stated that predictability for mobilization is the main issue and need for Marine Corps Reservists. He also stated that if they get predictability in their military lives, they can manage the other aspects of their lives.

◦ **CSM Ted L. Copeland, USAR, CSM of the Army Reserve**, cautioned that we should be careful that we don't overuse Reservists so they don't suffer in their civilian careers. He said that if they are superstars for Reserve commands, they are for their employers as well.

3. MG Orr asked “What is the one policy change you would recommend to make your Reserve Component better?”

◦ **MCPO CJ Mitchell, USN, Force Master Chief Navy Reserve Force**, stated online training is becoming more and more prevalent, and most of it is done by Reservists in a non-pay status. He suggested that changes should be made allowing compensation for the Reservists since this helps them in their Reserve careers, since they doing graduate level work on their own time without compensation.

◦ **CCM Ronald Anderson, ANG, CCM of the Air National Guard**, stated that changes to Title 10 orders should be done to allow women who become pregnant to remain on orders like the Active Duty women, vice cancelling them. He also suggested that long term orders should not be broken into short term orders to keep Reservists on Active Duty.

◦ **CCM Ericka Kelly, USAFR, CCM of the Air Force Reserve Command**, stated that there should be better employee compensation and benefits packages for our full time support employees to prevent them from leaving the military for the civilian market that is offering better employment packages. This is impacting military corporate knowledge. The second impact is that systems need to talk to each other more efficiently. Amazon can deliver packages within days, and our systems should match that efficient process time to get products and pay to our military.

4. Chairman Punaro asked, should travel to the Reservist’s drilling unit be provided to them?

◦ **SgtMaj Patrick Kimble, USMC, Marine Forces Reserve and Marine Forces North**, stated that the Marine Corps Reserves are currently authorizing travel payments to Reservists, limiting their travel costs to \$300, and there are other limitations on how this can be spent. He further stated the Defense Travel Service is not user friendly to the Reservists.

5. Lt Gen Stenner commented that travel for Reservists is on the future Personnel Subcommittee agenda.

6. Chairman Punaro stated that the RFPB will look at all the uncompensated training for our Reservists, and he tasked the Personnel Sub-Committee discuss it at our December RFPB meeting.

7. VADM (Ret) Cotton made the point that Reservists can apply for deferred compensation such as retirement points for approved online training, but that the Reservists must apply for it.

**1605 – Closing Remarks by Military Executive, Reserve Forces Policy Board  
- Major General Walter Lord, ARNG**

**1610 – 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