

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

**AGENDA – Wednesday, June 3, 2020**

**Session Location: Online using Microsoft Teams CVR**



**Members Present**

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board (RFPB)
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 Jody J. Daniels, USAR
5. Rear Admiral Lower Half James M. Kelly, USCGR
6. Major General Timothy E. Orr, ARNG (Ret)
7. Major General Blake Ortner, ARNG, Military Executive, RFPB (Non-voting)
8. Lieutenant General Charles E. Stenner, Jr., USAFR (Ret)
9. Major General Roy Martin Umbarger, ARNG (Ret)
10. Rear Admiral Linda Wackerman, USN (Ret)
11. Major General Burke Whitman, USMCR (Ret)
12. Major General Cornell Wilson, Jr., USMCR (Ret)
13. Ms. Sid Ashworth, Nominated
14. Mr. King W. Gillespie, Nominated
15. Ms. Laura McAleer, Nominated
16. Major General Matthew T. Quinn, ARNG, The Adjutant General, Montana National Guard, Nominated
17. Sergeant Major Peter J. Running, USAR, Nominated
18. Mr. Robert W. Schroder, Nominated

**Invited Guests**

1. Mr. Judd Lyons, Deputy Assistant Secretary Defense (Reserve Integration)
2. Mr. William G. Bushman, Performing the Duties of the Deputy Under Secretary of Defense for Personnel and Readiness
3. Ms. Elaine Crowley, Assistant General Counsel, Office of the General Counsel, Washington Headquarters Services (WHS)
4. Vice Admiral Michael J. Dumont, USN, Deputy Commander, United States Northern Command
5. Captain Marc Lederer, USN, Navy Emergency Preparedness Liaison Officer (EPLO), United States Northern Command
6. Colonel Michaelle Munger, ARNG, Deputy Director, Real Property Maintenance, DASD Reserve Integration
7. Major General Patrick A. Murphy, ARNG (Ret), New York State Commissioner of the Division of Homeland Security and Emergency Services

**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. Colonel Darren Paladino, USAFR
6. Captain Kate Standifer, USN
7. Colonel Chris Warner, USAR

8. Lieutenant Raquel Brown, USCGR
9. Mr. Melvin Mitchell, DoD Contracted Administrative Assistant
10. Master Sergeant Quinton Duncan, USAR

#### **RFPB Consultants**

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

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

1. Ms. Julie Small, Office of Data Governance and Analytics, Department of Veterans Affairs
2. Mr. Mathew Berta, Consultant for Guidehouse

#### **Other Guests**

1. Colonel Jennifer Ahrens, USA, Reserve Integration/OASD/M&RA
2. Colonel Al Antonik, ARNG, Reserve Integration/OASD/M&RA
3. Mr. Steve Austin, Assistant Chief of Army Reserve
4. Lieutenant Colonel Bryan Bailey, USAF, Liaison Officer to Air Force Strategy, AF-RE
5. Lieutenant Colonel Costau Bastien, USAF, Chief/Force Transformation, AF-RE
6. Mr. Ronald Bogle, Chairman, National Committee of the Employer Support of the Guard and Reserve
7. Sergeant Major Tracy Barlogio, USAR, Senior Enlisted Advisor, OUSD M&RA
8. Lieutenant Colonel Gerald Cullens, ANG, National Guard Bureau A1
9. Ms. Odeyra Curcic, Senior Operations Research Policy Analyst, Advisory Committee on Industrial Security and Industrial Base Policy, Defense Counterintelligence and Security Agency
10. Colonel Mansour Elhihi, USAF, Strategy & Force Development, OUSD Policy
11. Colonel Ricky Harrington, USAF, Deputy Chief Force Management Division, AF-RE
12. Mr. Farris Hill, USAF, Deputy Director, Policy Integration, AF-RE
13. Lieutenant Colonel Conrad Joseph Jakubow, USA, Employer Support of the Guard and Reserve
14. Colonel Jason M. Knudsen, USAFR, Executive Director, Air Reserve Forces Policy Committee
15. Colonel Shariful Khan, USAF, Reserve Integration/OASD M&RA
16. Ms. Susan Lukas, Director Legislative & Military Policy, Reserve Organization of America
17. Mr. David Maly, DODHRA, Defense Travel Management Office, Policy and Regulations Branch
18. Commander Robert Paynter, Head Personnel Policy, Office of Chief Navy Reserve
19. Captain Christopher Poppel, USN, Special Assistant for Reserve Matters, Assistant Secretary of Navy, Manpower & Reserve Affairs
20. Chief Master Sergeant John Robey, National Guard Bureau A1X
21. Master Sergeant Anthony Shaw, USAR, Office of the Chief of Army Reserve
22. Colonel Jacob Skugrud, USAF, Deputy Director, Construction, Reserve Integration/OASD/M&RA
23. Colonel Tracy Smith, ANG, Reserve Integration/OASD/M&RA
24. Colonel Brian Stahl, USAF, Strategy and Force Development USAF, OUSD Policy
25. Mr. Jay Steffenhagen, Deputy Director NB, Office of the Chief, Navy Reserve
26. Captain Robert Underhill, USN, Executive Director, Employer Support of the Guard and Reserve
27. Captain Charles Wheeler, USN, Reserve Integration/OASD M&RA
28. Major General Shelia Zuehlke, USAFR, Former RFPB Board Member



**The Reserve Forces Policy Board (RFPB) held a quarterly meeting in Washington, DC on June 3, 2020 utilizing Commercial Virtual Remote tool Microsoft Teams**

**0845 – Administrative Time**

**– Colonel Chris Warner, RFPB Staff**

- COL Warner 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 D’Alto or COL Boates using the private chat function within MS Teams to pose questions.

**0854 – Moderator Opening Comments**

**– MG Blake Ortner, Military Executive**

- MG Ortner 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\*\***

**0855 – 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.

**– 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.

**0900 – Office of the Under Secretary of Defense for Personnel and Readiness**

**– Mr. William G. Bushman, Performing the Duties of the Deputy Under Secretary of Defense for Personnel and Readiness**

- Mr. Bushman stated Secretary Esper’s Priorities for COVID-19 response:
  1. Protect our people and families.
  2. Maintain mission readiness.
  3. Support the interagency and whole of government response to COVID-19.
- He noted that since January 30th, USD P&R published 56 policy guidance and directive memos, to include:
  - Force Health Protection Guidance and 9 follow-on supplements, with 2 pending.
  - Risk-based response to the outbreak for installations commanders.
  - Special and incentive pay.
  - BAS and SGLI for the RC and Tricare Reserve Select (TRS).
  - Designated Commissaries and operational support facilities as mission critical.
- He added that on March 27<sup>th</sup> the President authorized 12302 mobilization authority for COVID response and that 40,000 Guardsman are currently on State Active Duty or 502f orders, plus 4,800 Federal Reserves in support of COVID 19 response efforts, to include:



- Testing and screening.
- Supporting food banks and distributing meals.
- Warehousing and distributing PPE.
- Mr. Bushman stated that USD P&R has provided implementation guidance for multiple Presidential memos, federal support for Governor's use of the Guard, and RC Line of Duty guidance for COVID response.
- He said that Assistant Secretary Defense Reserve Integration has been very busy during the response, to include:
  - Working to ensure parity between RC and AC performing critical missions in response to COVID-19.
  - Working on a legislative proposal for greater TAMP benefits not just for current COVID-19 response, but also future missions, to include:
    - 180 days of health care for 502f orders over 30 days.
    - Dental and medical care.
    - Mr. Bushman requested the Board's help in championing this proposal.
    - The SASC reached out requesting the Department's support for a similar proposal [sponsored by Sens Ernst and Manchin], although narrower than PR proposal, which includes just TAMP and medical benefits.
- Although COVID-19 response has kept USD P&R busy, he stated that readiness in support of the NDS remains a priority.
  - P&R is watching the issue closely.
  - The Department has not yet seen major readiness impacts due to COVID-19.
  - Readiness may be impacted if the lockdown continues and P&R will be monitoring readiness in relation to personnel, training, equipment, and supply. P&R will also track unit medical readiness closely.
- Mr. Bushman closed by noting that despite challenges related to COVID-19, the RC adapted and delivered while still deploying around the world, without missing a beat.
- Chairman Punaro thanked Mr. Bushman for briefing the Board and then asked Lt Gen (Ret) Stenner to look at the legislative proposal and consider a recommendation in support for SECDEF.
- Lt Gen (Ret) Stenner asked to see the legislative proposal and review it in a Personnel SC meeting, and then take action. Chairman Punaro noted that SASC mark-ups take place NLT than 08 June, so the Board needed to act quickly.
- Chairman Punaro then stated DoD has done a remarkable job on getting the Duty Status Reform (DSR) ready, and asked Mr. Bushman if the committees would have time to act on DSR? Mr. Bushman said it wouldn't be this year, but in next year's NDAA.
- Chairman Punaro then asked how or if reservists could get a good year for annual training (AT)? Mr. Bushman answered yes, and then requested that Mr. Lyons address this topic. Mr. Lyons stated Services have developed approaches like telework and other virtual remote opportunities for training. Mr. Lyons added that P&R:
  - 1) Sent guidance on teleworking policy to afford opportunities for Guard and Reserve members to conduct training remotely.
  - 2) The SASC reached out to P&R and M&RA for technical drafting assistance on language to preserve good years for Guard and Reserve members. MPP assisted in providing technical language to ensure good years could be achieved.
- Chairman Punaro then asked Mr. Bushman for an update on PCS moves and how they might occur. Mr. Bushman stated there is a two-pronged approach:
  - 1) P&R is tracking states and when they have lifted shelter in place orders and a 14 day downward trajectory has taken place, then the state/country goes to green for PCS moves.
  - 2) At the Installation level, local Commanders have to affirm locality and essential services are below HPCON C. At that point moves can happen if conditions are "green" on both ends.



- The Chairman then asked if there was any guidance on DODEA schools and whether or not they would open in the fall. Mr. Bushman answered that he was optimistic that schools will open in the fall, and DODEA was in a better place because they already had distance education in place, but noted no final decision has been made yet on when schools would open.

**0930 – Deputy Commander, United States Northern Command**  
**– Vice Admiral Michael J. Dumont, USN**

- VADM Dumont briefed USNORTHCOM and Reserve Component response issues unique to the COVID -19 environment.
- He began by describing how our national security environment is more competitive in terms of great power competition and more complicated due to the COVID-19 virus.
- He also explained USNORTHCOM efforts to maintain full mission capability in response to the COVID-19 environment. “We are attempting to change the status quo; to do more with less. We started with the headquarters, which is spread across four locations for social distancing.” The USNORTHCOM response started in January and continues to present. This includes a great number of Reserve Component personnel mobilized in support of COVID response. He further explained the need to realign the Reserve Component positions at USNORTHCOM to focus on Homeland Defense, which will primarily affect USARNORTH.
- VADM Dumont then described USORTHCOM’s lines of effort in the current environment. The first is Mission Assurance for Homeland Defense. This line of effort includes NORAD Canada and United States defense, USNORTHCOM Homeland Defense, Protect the Force, Protect Critical Infrastructure, Ensure Continuity of Operations, and Assure Power Projection.
- He said that the second primary Line of Effort is to enable COVID-19 response, and includes mitigation, functioning as the Coordinating Authority for future pandemic response and supporting interagency Southwest Border Operations. He also explained that this real corona virus scenario has served to validate many of our training exercises and structures: “We have quarantined our shifts. They do not go home and no one visits. We get tested daily at the headquarters.” He further explained that the average age of a USNORTHCOM employee is higher than the average age of the employees across the rest of the Department of Defense, which puts USNORTHCOM employees at a potentially greater risk in the COVID-19 environment. “All of our meetings are remote. We also segregated the senior leadership. They have not conducted in-person meetings for months.” He also noted that Apple began working directly with NORTHCOM early in the response effort, which greatly aided in tracking forces, and that Apple provided this help free of charge.
- He then listed numerous specific USNORTHCOM COVID-19 mission support efforts that included establishing the Javits Center as a fully equipped medical facility, providing 3,500 military medical personnel and embedding 1,000 military medical providers nationwide. He added that these personnel provided the equivalent of care of three medium sized hospitals and treated 2,000 patients in Alternative Care Facilities. He also explained that this was the first time since Desert Storm that both USNS COMFORT and MERCY have been deployed and the first time all Defense Coordinating Officers and Defense Coordinating Elements were activated.
- VADM Dumont also noted issues that were unique to the Reserve Components during the response. He said that the mobilization process proved to be cumbersome in many cases: “We need to make the mobilization process more responsive. Stopgap measures such as AT orders helped, but also brought other issues.” He also added that another noted problem was that 45% of the requested medical personnel did not deploy because they needed to stay to support their local Communities.
- He further identified that Service reporting requirements also need a real look. As an example he noted that the Navy requires all mobilized Navy reservists to report to Norfolk before proceeding to their duty station, and that this significantly adds cost and time to the mobilization process.



- He proposed recommendations to standardize Reserve Component mobilizations by updating DoDI 1235.12 (Assessing the RC), developing a DoD level mobilization common operating picture, regular conduct of a Homeland Defense mobilization exercise with Combatant Command participation, and updating DoDD 1200.7 (Screening the Ready Reserve). He also recommended Service IMA standardization involving Inactive Duty Training and Annual Training, lodging and travel reimbursement.
- VADM Dumont closed by stating, "In FY 21 we will continue to rely on the Reserve Component to provide steady state Air National Guard and Air Force reserve units as well as aerial fire suppression units, hurricane hunters and wildfires response forces."
- Dr. Bensahel then asked about the Active Component Response, and VADM Dumont responded that "it wasn't only the Reserve Component." The planning and command and control was mostly Active Component. This was true of financial areas as well.
- Chairman Punaro then asked, "Who in the department should push these reform efforts regarding the mobilization process?" He also noted that what worked for World War II for mobilization does not work now. VADM Dumont replied that it should be a high-level undersecretary, "perhaps P&R." Chairman Punaro then stated, "We will put this to the Operational Reserve and Homeland Defense subcommittees."

#### **1000 – Navy Emergency Preparedness Liaison Officer (EPLO)**

##### **– Captain Marc Lederer, USN**

- CAPT Lederer discussed the role of EPLOs in COVID-19 response operations and spoke to actions at the tactical level, focusing on lessons learned and recommendations for future disaster response efforts. He also shared what NELPO's did, how they did it, why it went so well, and what is on the horizon with regards to the COVID-19 response.
- He stated that 72 NEPLO's Deployed for COVID-19, an unprecedented response for the community, and that NELPOs supported all 10 FEMA Regions, 7 Navy regions (CONUS/OCONUS), USNORTHCOM Crisis Action Team, NAVNORTH, and ARNORTH.
- The initial response occurred in February in Hawaii and eventually expanded to include all states, territories, and the District of Columbia. He noted that the fact that the initial response occurred in the 2<sup>nd</sup> quarter was beneficial and allowed the use of AT and ADT funds for a near immediate response and that the 2<sup>nd</sup> wave of support occurred the end of March, with the 3<sup>rd</sup> wave occurring at the end of April.
- Mobilization authority 12304 was used at the Service level and the Secretary of Defense level, and one of the lessons learned was that Service level use of 12304a may not be the best use of a member for the Navy (limited to 30 days). Leveraging SECDEF use of 12304a allows for 120 days, and an important consideration for 12304a is that it does not trigger dwell, and members can immediately reset and are ready to respond – critical for the EPLO community, especially heading into hurricane season. He added that ultimately 12301, 12302, and 12304 were considered and 83 EPLOs were approved in several Secretary of Defense Orders Books (SDOBs).
- CAPT Lederer stated that another consideration and lesson learned is the need for the 12304 requirement to be re-briefed/approved in the Secretary of Defense Orders Book (SDOB) – there is a desire to streamline the process.
- He added that one of the reasons the response was near immediate and well received was that IMA's were ready and on call at all times. He stated that they are considered Category 1 forces in the CJCS EXORD and are 1<sup>st</sup> out the door, and additionally have a robust and standardized training path aligned to the FEMA incident command system, with periodic proficiency training that reinforces responsibilities and priorities. EPLO's represent a professional cadre of military first responders.
- He said that EPLO's are operationally relevant, supporting near immediate operational requirements as well as the strategic reserve, and that they exceed 38 days a year in support of training and DSCA missions.



- CAPT Lederer added that the RC also brings intangibles to bear including civilian skillsets, experience, and alignment with the whole of government response.
- He stated that the Navy leveraged a distributed mobilization process to get members directly to the field quickly. He noted that this required a change in mindset and shift in readiness vs timeliness, which proved valuable and well worth the transition, and that additional lessons learned during the demobilization are anticipated as well.
- He also noted that the Navy will need to leverage NP2 in the future, and that the shift to an integrated personnel and pay system should assist in transitioning between various duty statuses.
- He said that an additional advantage for EPLOs is their ability to communicate across multiple platforms and domains.
- In closing, CAPT Lederer emphasized that 350 EPLOs are ready to go and critical in saving lives, preventing human suffering, and protecting property, with a unified response across the RC.
- RDML (Ret) Wackerman asked how quickly NELPO's were mobilized, with the answer of 24-48 hours with the goal of 72 hours. She also asked how they communicated with other entities, with CAPT Lederer stating it was done using NORTHCOM tools, FEMA tools, service tools, and professional tools – and as a last resort doing whatever it takes to connect with others.

### **1030 – New York State Commissioner of the Division of Homeland Security and Emergency Services**

#### **– Major General Patrick A. Murphy, ARNG (Ret)**

- MG (Ret) Murphy discussed the evolution of events and response efforts in detecting and responding to the COVID-19 pandemic in New York.
- He discussed policy issuance and limitations to municipalities within New York.
- MG (Ret) Murphy's discussion evolved into leveraging civilian and governmental relationships, leveraging state assets to provide testing and tracking as well as fatality operations.
- He further discussed the status of re-opening and projected timelines.
- Throughout the brief, MG (Ret) Murphy provided details of the support he received from the Reserve Components and some of the missions they supported such as: meal distribution, sanitizing facilities, logistical support, testing sites, call center operations, mortuary affairs, building test kits, command and control and warehouse operations.
- He also commended the relationship with NORTHCOM and the Federal support and assets provided to support New York.
- He gave accolades for the unity in which the leadership across multiple agencies synchronized their efforts, and concluded by discussing the Dual Status Command relationship and relayed there were no friction points throughout the response.

### **1100 – Deputy Director, Real Property Maintenance, DASD Reserve Integration**

#### **– COL Michaelle Munger, ARNG**

- COL Munger provided the Reserve Forces Policy Board an initial assessment of the COVID-19 Reserve Component readiness impacts based on responses solicited from the Reserve Components. These responses date from early May 2020 and contained three focus areas:
  - COVID-19 Impacts to Reserve Component (RC) readiness in terms of manning, training, and equipment.
  - Techniques and efforts used to maintain Readiness during COVID-19.
  - Policies that may have inhibited or enhanced readiness.
- She noted that some RCs anticipate a negative impact on end strength in the areas of recruiting and accessions due to office and facility closures, reduced face-to-face recruiting interaction, and impact to basic training start dates. Additionally, she said that the stop movement policy impacted the ability of units to hire civilian and military positions.



- COL Munger stated that the RCs anticipate a backlog of service members awaiting initial active duty training competing with the Active Component for training seat quotas when training pipelines open to full capacity, and that Reservists experienced a decrease in medical and dental readiness due to closure of civilian providers.
- The Navy Reserve described the COVID-19 mobilization effects on the dwell for a significant portion of their medical forces in addition to those unavailable due to their community essential medical provider role.
- The RCs experienced decreased face-to-face training time with some units, individuals, and specialties able to conduct training events virtually where crew operating hours or maintenance tasks were not needed for readiness. For those specialties that need hands-on time, virtual training was simply not feasible. RC flight crews couldn't get hours required because of stop movement; and they couldn't get to their unit/training area. She emphasized that there was no restriction from the Services on training, but that travel was the restriction.
- The RCs reported commanders working on alternatives due to the cancellation of training events, exercises, and rotations.
- Regarding equipment, readiness remained the same once the RCs cancelled drills, but the backlog of deferred and preventative maintenance and equipment access for contractor support creates challenges going forward. The RCs anticipate needing additional funding to both address this backlog and address delays in the fielding of new equipment originally scheduled for FY 2020 funding or delivery.
- COL Munger said that techniques that the RCs used to maintain readiness included: rescheduling of drills, use of virtual and telework training methods, permitting exceptions to "Stop Movement" policy, virtual medical screening, virtual workflow for supply and maintenance documents, and suspending funeral honors support. She added that some units still held Battle Assemblies, but utilized smaller formations, distancing, etc.
- Service and RC policy changes as a result of COVID-19 include: Unit Training Assembly (UTA) expansion for soldiers awaiting base training, and a SECARMY waiver to increase time to achieve military occupational specialty qualification from 24 months to 36 months.
- Additionally, Cadet Command was looking at conducting regional training for their cadets in lieu of conducting all of the Basic Officer Leadership Course at Fort Knox, Kentucky.
- The RC noted unintended consequences of various policies and practices such as: the restriction of movement policy impact on training in addition to the reserve retirement year criteria, TAMP benefits being unavailable to National Guard personnel on Title 32 section 502(f) orders, an unclear Individual Mobilization Augmentee (IMA) involuntary activation process, and cumbersome service mobilization station practices.
- The Navy Reserve considered the DoD guidance on a whole of nation approach when screening their medical units for essential civilian medical personnel, resulting in cross-leveling medical units, and slowing the mobilization process.
- COL Munger stated that the RC identified several lessons learned with opportunities for future improvement. She noted, for instance, the need for Distributed Mobilization as a policy and the importance of reservists being ready for rapid mobilization in less than 30 days from notification. The RCs found that remote PHAs for members not requiring follow on care to be cost effective. Finally, the RCs noted that not all training can be conducted via telework due to missed collective training and the inability to access equipment and platforms.

#### **1130 – Subcommittee on Supporting and Sustaining Reserve Component Personnel**

– Lieutenant General Charles E. Stenner Jr., USAFR (Ret), Subcommittee Chair

– Captain Kate Standifer, USN, *Subcommittee Member*

- Lt Gen (Ret) Stenner introduced CAPT Standifer to the Board as the lead on the Transition Book. CAPT Standifer then gave a brief update as to the status of the Transition Book.



- CAPT Standifer stated that the staff reviewed, edited and set the book up for review, and that the Board was notified that the Transition Book was ready for their review, anticipating a vote during the meeting.
- MajGen (Ret) Whitman provided Board-level review and editing.
- CAPT Standifer noted that she believes the Transition Book only needs technical and format edits to be ready for print.
- The question was asked if information concerning Mobilization issues from COVID-19 operations should be added, and CAPT Standifer replied that there is an AC/RC Integration section already in the book. It was also mentioned that the current system for mobilization was not optimal for either Homeland response or Large-Scale Contingency Operations (LSCO).
- Board Consultant Mark Cancian recommended looking into the role of the Armed Forces in Civil Disturbances, as think tanks are already looking into similar roles in Homeland response (COVID-19).
- MajGen (Ret) Whitman mentioned the need to address the speed and scale of response in all areas and to keep track of lessons learned.
- Chairman Punaro asked if there was a need for a specific section within the Transition Book that looks at just RC response within the Homeland; general title "Reserve Components in the Homeland."
- MG Orr (Ret) mentioned the National Guard Soldiers on 502f and that he has a few White Papers he has written that he would share with the Board, and mentioned a weekly NGB J5 After Action Report that is published.
- LTG (Ret) Barno mentioned that this is the first deployment of this magnitude for Guard and Reserve forces in the Homeland. He recommended that the Board consider enlisting an FFRDC to research how the RC might be deployed in the future for similar or larger scale requirements.
- LTG (Ret) Barno recommended a first attempt at lessons learned on homeland deployments to be part of the Transition Book.
- CAPT Standifer took notes of the conversation and told the Board the staff would look at making the recommended changes that could be made within the publishing time constraint.
- Chairman Punaro asked if any of the Board members wanted to make a motion to vote on the approval of the Transition Book. MajGen (Ret) Whitman made the motion and MG Daniels seconded. The Board approved the Transition Book way ahead.

**1200 – Reserve Forces Policy Board Military Executive Closing Remarks Closing Remarks**  
**– Major General Blake Ortner, ARNG, RFPB Military Executive**

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

**1205 – 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