



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



Tuesday, September 10, 2019

Location: Army Navy Country Club, Arlington, Virginia
1700 Army Navy Drive, Arlington, Virginia 22202

Members

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board (RFPB)
2. Lieutenant General David Barno, USA (Ret), Visiting Professor Johns Hopkins School of International Studies
3. Dr. Nora Bensahel, Visiting Professor Johns Hopkins School of International Studies
4. Major General Daryl Bohac, ANG, The Adjutant General, Nebraska National Guard
5. Major General Jody Daniels, Commanding General, 88th Readiness Division (RD)
6. Captain Frances Dawn Halfaker, USA (Ret), CEO, Halfaker and Associates, former RFPB Member
7. Sergeant Major Michael Lewis, ARNG, Senior Enlisted Military Advisor, RFPB (Non-voting)
8. Mr. Brett Lambert, Managing Partner of The Densmore Group, LLC
9. Rear Admiral Andrew McKinley, Deputy Commandant for Operations, USCGR
10. Major General Timothy Orr, ARNG (Ret)
11. Major General Blake Ortner, ARNG, Military Executive, RFPB (Non-voting)
12. Major General Matthew T. Quinn, ARNG, The Adjutant General, Montana National Guard, Nominated (Non-voting)
13. Brigadier General Torrence W. Saxe, ANG, The Adjutant General, Alaska National Guard, Nominated (Non-voting)
14. Major General Linda Singh, ARNG (Ret)
15. Lieutenant General Charles Stenner, USAFR (Ret)
16. Rear Admiral Linda Wackerman, USN (Ret)
17. Doctor Charlotte Warren, President, Lincoln Land Community College
18. Major General Cornell Wilson, Jr, USMCR (Ret)
19. Major General Sheila Zuehlke, USAFR (Ret)
20. Major General Marty Umbarger, ARNG (Ret)

Invited Guests

1. The Honorable James N. Stewart, Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Under Secretary of Defense, Personnel and Readiness
2. Mr. Damon Penn, Assistant Administrator for Response, Federal Emergency Management Agency
3. Dr. Joseph J. Heck, Chairman, National Commission on Military, National, and Public Service
4. Ms. Susan Lukas, Director, Legislation & Military Policy, Reserve Organization of America
5. The Honorable J.D. Crouch II, CEO and President of United Service Organizations, Inc.
6. General Joseph Lengyel, ANG, Chief, National Guard Bureau
7. Mr. Joe Crandall, Partner, Greencastle Associates Consulting
8. Ms. Mona Dexter, Senior Director of Operations and Communications, Hiring our Heroes, U.S. Chamber of Commerce Foundation
9. Chief Mark Sealy, Chief, Mobile, Alabama Fire Department
10. Brigadier General Carol Eggert, USA (Ret), Senior Vice President, Military and Veterans Affairs, Comcast NBC Universal
11. Mr. Ted Graham, Acting Deputy Assistant Secretary of Defense for Readiness, Programing & Assessment
12. Mr. Cory Titus, Associate Director, Currently Serving and Retired Affairs, Government Relations, Military Officers Association of America (MOAA)

13. Mr. Lernes Hebert, Acting Deputy Assistant Secretary of Defense for Military Personnel Policy
14. Mr. Steve Austin, Assistant Chief of Army Reserve

RFPB Staff

1. Colonel Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, Designated Federal Officer
3. Captain Kate Standifer, USN
4. Colonel Kevin Boates, ARNG
5. Colonel Robert D'Alto, ANG
6. Colonel Darren Paladino, USAFR
7. Sergeant First Class Quinton Duncan, USAR

RFPB Consultants

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

The RFPB Fellows Society/Alumni

1. Major General Larry Taylor, USMCR (Ret)
2. Captain Matthew Berta, USN (Ret)
3. Vice Admiral John Cotton, USN (Ret)
4. Captain Tom Jones, USN (Ret)
5. The Honorable Albert Zapanta, Former RFPB Chairman

Other Guests

1. Sergeant Major Tracy Barlogio, USAR, Senior Enlisted Advisor, OASD/Manpower & Reserve Affairs
2. Lieutenant Colonel Margaret Bereano, USAFR, Chief of Air Force Reserve, Directorate of Policy, Integration (AF/REI)
3. Chief Master Sergeant Amanda Bertrand, USAF, Department of Defense Human Resources Activity Defense Personnel and Family Support Center, Senior Enlisted Advisor
4. Mr. Scott Bousum, Legislative Director, The Enlisted Association of the National Guard of the United States
5. Colonel Chad Bridges, ARNG, Reserve Integration/OASD/Manpower & Reserve Affairs
6. Mr. Brian Gladstone, RSM Institute for Defense Analysis
7. Lieutenant Colonel Colette A. Ching, USAF, Chief of Ombudsman Services, Department of Defense Human Resources Activity Employer Support of the Guard and Reserve
8. Mr. Judson Crane, Research Team, National Commission on Military, National, and Public Service
9. Mr. Deanna Dicks, National Guard Bureau J52, Strategic Policy Analyst
10. Mr. Jeff Freeman, Special Assistant, Chief, National Guard Bureau
11. Commander Thomas Gwilliam, USCG
12. Major Josh Houdnas, ANG, Aide-de-Camp, Chief, National Guard Bureau
13. Mr. Kevin Hollinger, Reserve Organization of America
14. Lieutenant Colonel Conrad J. Jakubow, USAR, Assistant Chief, Employer Support of the Guard and Reserve
15. Lieutenant Colonel Denise A. Kerr, USAFR, Director of Strategic Communications, Department of Defense Human Resources Activity Defense Personnel and Family Support Center

16. Colonel Jason M. Knudsen, USAFR, Executive Director Air Reserve Forces Policy Committee, Secretary of the Air Force MR
17. Colonel Bradley Martsching, ARNG, Chief, National Guard Bureau J5
18. Major Joe Mason, USMCR, Policy Analyst, Manpower & Reserve Affairs
19. Lieutenant Colonel Craig Tibado, USMCR, Office of Marine Forces Reserve
20. Colonel James J. (Jim) Matthey, USAFR, Reserve Advisor to Deputy Assistant Secretary of the Air Force Reserve Affairs (MRR)
21. Lieutenant Colonel Michael McCarthy, Eisenhower School Student
22. Mr. Jeffery McNicols, Research Team, National Commission on Military, National, and Public Service
23. Colonel Mark Mitchum, ANG, CAG, Chief, National Guard Bureau
24. Ms. Eleanor Mogos Vuono, Research Team, National Commission on Military, National, and Public Service
25. Major Patrick Murphy, USA, Military Assistant, OUSD Personnel and Readiness
26. Sergeant Major David Orsi, USMCR, Manpower & Reserve Affairs
27. Chief Master Sargent Megan Parrott, USAFR, Chief, Reserve Policy Integration
28. Captain Juliet Perkins, USN, Executive Director, Employer Support of the Guard and Reserve
29. Dr. Jill Rough, Director of Research, National Commission on Military, National, and Public Service
30. Ms. Allyson Soloman, National Guard Youth Foundation
31. Brigadier General Steven R. Rosenmeier, USAF, Mobilization Assistant to the Deputy Chief of Staff, Manpower, Personnel, and Services
32. Colonel Lara Rowlands, USAFR, Chief of Air Force Reserve, Directorate of Policy Integration (AF/REI)
33. Colonel David Sheehan, USMCR, Director of Operational Policy, Operational Support Branch, Readiness
34. Colonel Margaret J. (Maggie) Sleeper, USAFR, Air Force A4
35. Colonel Tracy Smith, ANG, Reserve Integration/OASD/ Manpower & Reserve Affairs
36. Colonel Max Stitzer, USAFR, Air Force A4
37. Chief Warrant Officer 2 Adam Tucker, ARNG, Aide-de-Camp to The Adjutant General, Alaska National Guard
38. Captain Robert Underhill, USN, Employer Support of the Guard and Reserve
39. Mr. Wadi Yakhour, Chief of Staff, Selective Service System

Army Audio Visual Team & Photographer

1. Mr. Charlie Berluche, Army Audio Visual Team
2. Mr. Eric Davis, Army Audio Visual Team
3. Mr. Darryl Johnson, Army Audio Visual Team
4. Mr. Brian Neube, Army Audio Visual Team
5. Mr. Derrick Nolan, Army Audio Visual Team
6. Mr. William Tucker, Army Photographer
7. Sergeant Leroy Coonel, USA, Army Photographer

The Reserve Forces Policy Board held the September quarterly meeting in open session at the Army Navy Country Club, Arlington, Virginia on September 10, 2019.

0840 – 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, nominated members, staff, and invited guests.

0845 – RFPB Military Executive Opening Remarks

- Major General Blake Ortner, ARNG

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

0850 – Welcome new member nominees Brig Gen Saxe, ANG, MG Quinn, ARNG, and Consultant nominee Brig Gen Cobb, ANG; swear in MG Umbarger, ARNG (Ret); farewell MG Singh, ARNG (Ret) and CPT Halfaker, USA (Ret); recognize CAPT Standifer, USN as a new Staff Member

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

- Chairman Punaro presided over the swearing in ceremony, awards ceremony, and new members and staff welcoming.

****Start of Meeting****

0855 – Chairman’s Welcome and Opening Remarks

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

- Mr. Alex Sabol, Designated Federal Officer

- 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.

0900 – Federal Emergency Management Agency (FEMA) Remarks

- Mr. Damon Penn, Assistant Administrator for Response

- Mr. Penn presented the organizational structure and priorities of the Federal Emergency Management Agency. He stressed that the number of disasters requiring FEMA response has increased over time, and also increased in size and scope, to include an increase in the number of wildfires.
- Mr. Penn reviewed the legal authority framework FEMA works within, noting that the Post Katrina Emergency Management Reform Act (PKEMRA) now gives FEMA the authority to lean forward ahead of disasters and leverage the entire emergency management team in disaster response and recovery efforts.
- PKEMRA also requires each Federal Agency with responsibilities under the National Response Framework (NRF) to develop operational plans to ensure a coordinated federal response.
- He discussed FEMA’s Emergency Support Functions (ESFs), which breaks down response efforts into 14 categories, each of which falls under an assigned Federal Agency.
- Mr. Penn also discussed the personnel composition of FEMA and how they leverage their Cadre of On-Call Response Employees, FEMA Reservists, FEMA Corps, and the Department of Homeland Security Surge Capacity Force (SCF) when surge requirements arise.
- He reviewed FEMA’s Community Life Lines dashboard, which focuses on the most critical services in the community that, when stabilized, enable all other aspects of recovery.

1000 – National Commission of the Military, National, and Public Service Remarks

- Dr. Joseph J. Heck, Chairman

- Dr. Heck discussed the Commission's charter and their research on the future of the Selective Service System and the Individual Ready Reserve. The FY17 NDAA authorized a review of a proposal requiring women to register in the Selective Service System. The Commission was established to review impacts to the Selective Service System and use of a draft. The Commission’s scope was expanded to look at the entire Selective Service System, evaluate potential service for the nation, and means to instill a culture or ethos of service.

- The Commission’s fundamental questions are: Do we still need the Selective Service System? What changes are needed to better reflect 21st century service? How do we create an expectation of service?
- The Commission consists of 11 members and is required to issue a report to Congress with answers to the fundamental questions. The Commission will be disestablished after it submits its final report in March 2020. A goal of the report is to ignite a national conversation on service. This is the first time in the nation’s history that we have taken a comprehensive and holistic look at ALL service.
 - In 2018 research focused on tours to nine census districts, fifteen states, 24 cities, 300 organizations and numerous individuals, and draft policy formation.
 - In Jan 2019 an interim report was released and the website www.inspired2serve.gov was established. Research continued through public engagement, potential policy recommendations and feedback, and public hearings with over 5,000 general public comments.
 - Since April 2019, the Commission has been assessing if the draft is still necessary. All Presidents have supported keeping the use of the draft despite DoD saying they have no intentions of using a draft and praising the current all-volunteer force.
- Compliance with registration for the Selective Service System is approximately 92%, and there are enough names in the system to meet the initial requirements of a draft. The first conscripts would report to Military Entrance Processing Sites (MEPS) at 193 days with the first 100,000 processing at MEPS within 210 days. Dr. Heck emphasized that there is a need to exercise the system, since the draft was last used in 1973.
- Connections between the Selective Service System, recruiting, and a desire to serve were discussed, with no clear connections or advantages for recruiting potential service members or encouraging service with Selective Service registration. A potential recommendation is that if Selective Service is continued, a better understanding of differences between Selective Service and a draft will be required.
- Dr. Heck shared that the Commission is considering several improvements or alternatives to the current system and draft based on research, public comments and community engagements. All ideas and options are being considered.
- Dr. Heck discussed work related to national and public service in addition to military service. There is a sense of competition for top performing youth. The use of improved testing, scholarships and possible grants for service were discussed at the high school, college and graduate levels. International lessons learned from foreign militaries were also reviewed.
- Dr. Heck closed with Moonshot 2032 – where the exception is to not serve the community, state, or country, with a system in place that offers many ways to serve.

1100 – Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Under Secretary of Defense, Personnel and Readiness Remarks

– The Honorable James N. Stewart

- Secretary Stewart began by stating that he was "very, very pleased" with the work so far on the cost model and thanked the RFPB staff for all the great work and thought that has been put into the report. He further noted the benefit of the periodic updates to the original 2013 report with the 2015 and 2018 updates demonstrating consistency in the degree of cost savings of the Reserve Component despite fluctuation in budgets and increases in benefits.
- He went on to say that P&R is working with the Office of Cost Assessment and Program Evaluation (CAPE) on the idea of standardizing policy for fully burdened and life cycle costing, and noted this update represented movement in the right direction and would ultimately benefit the total force.
- Secretary Stewart discussed previously removed Reserve General and Flag Officer joint billets and exemptions (Chairman's 18). The request for reinstatement of these billets was submitted but not included in the Fiscal Year 2020 National Defense Authorization Act (NDAA). He further stated, "We will put this forward in 2021" referring to the Fiscal Year 2021 NDAA. "These General and Flag Officers build our bench, build our team and are how we train our relief." Secretary Stewart asked for the Board’s support on the proposed Reserve Component Chief’s General and Flag Officer billet requirements and exemptions.

- Chairman Punaro supported the Reserve Component Chief's requirement to be a three star, noting that disparity between services would not be a good thing.
- Secretary Stewart then commented on the Military Health System restructure, noting that 60-70% of his time performing the Duties of the Under Secretary of Defense for Personnel and Readiness (OUSD P&R) is spent on this subject. General Lengyel expressed concern regarding Medical Treatment Facilities maintaining the ability and capabilities to provide readiness services.
- Secretary Stewart articulated his concern that the Military Health System remains challenged to support Reserve Component readiness requirements for individuals working to maintain their readiness. He also described OUSD P&R's medical force structure work to ensure operational planning considered the requirements of the National Defense Strategy. He further explained the biggest issues combining the three Defense medical systems from the Army, Navy and Air Force, to which his first guidance was "do no harm."
- He echoed previous statements to the board from June 2019 regarding Congress' concern about the 17,000 positions that were being eliminated. He explained these reductions are in support of the National Military Strategy, National Defense Strategy and Operational Plans versus peer competitors.
- Secretary Stewart also noted that the propensity to serve has diminished, and that we need 250,000 qualified recruits per year to maintain our force from a recruiting perspective.
- He closed by commenting that OUSD P&R is currently looking at every aspect of the Department of Defense to provide savings.

1130 – Break

1200 – Reserve Organization of America (ROA) Remarks

– Ms. Susan Lukas, Director, Legislation & Military Policy

- Ms. Lukas provided ROA's perspective on initiatives and ongoing legislative actions concerning policies affecting the Reserve Component (RC).
- She discussed ROA's stance on many legislative initiatives for the National Defense Authorization Act of fiscal year 2020, including:
 - Section 511, addressing the grade of Chiefs of Reserve Components and reinstating the mandatory requirement for RC Chiefs to be appointed to the grade of Lieutenant General or Vice Admiral.
 - Section 512, including ROA's initiative to seek parity with the Active Component by authorizing the Secretary to retain officers beyond the age of 68, an authority recently given to the Active Component.
 - Section 545, clarification regarding the Uniformed Services Employment and Reemployment Rights Act (USERRA), which would protect service members from forced arbitration in USERRA cases.
 - Section 566, Record of Service for Reserves, which would require SecDef to establish and implement a standard record of service for the RC including dates of Active Duty service and issuance of a DD Form 214 upon separation from the RC.
- Ms. Lukas discussed emerging issues related to VA Service connected disability for the Reservists.
- She closed with a discussion on Reserve Component retirement pay, noting service members often wait 6-18 months for their first paycheck after retirement. ROA is asking the Office of Personnel Management (OPM) for an interim payment process to be adopted, which would provide 40-80 percent of retirement pay immediately upon retirement.

1245 – United Service Organizations (USO) Inc. Remarks

– The Honorable J.D. Crouch II, CEO and President

- Mr. Crouch discussed the USO's ongoing initiatives and programs, which provide valuable services and support to our military service members.

- He opened with the purpose of the USO by stating that “A strong America is a force for good and a strong military is good for a strong America.” He said that one goal of the USO is to connect military members back to their families, their home, and their country, and that there is no parallel in most of American life to the separation and duties faced by our military.
- The USO is a global organization (except Antarctica) with 230 brick and mortar facilities, 750 employees, and countless volunteers by the side of military members through all of their touch-points, from MEPS to the transition out, with two thirds of the operations in the United States. USOs are now on base and augmented by mobile and expeditionary capabilities.
- The USO conducted a study about military spouses, with data showing there are more military spouses today and that they are more educated, more ambitious, and have more challenges with employment.
- The USO has an eight point action plan on where they want to be now and in the future. Leveraging or integrating with Yellow Ribbon Programs and Military One Source are seen as opportunities.
- Dr. Crouch offered that the USO has room to grow. They make 12.1 million service connections a year. MG (Ret) Orr shared that the new structure in Iowa could be a great model for other states to follow. Maj Gen Bohac offered the same input from Nebraska and that their state programs were successful.
- MG (Ret) Umbarger asked if there was ever going to be another Bob Hope? Dr. Crouch said that society, our social structure, and the entertainment industry have evolved with each generation, changing the USO entertainer model, but that strong support remains from almost every industry.
- BG (Ret) Eggert asked Dr. Crouch to explain the new regional structure for the USO, and Dr. Crouch said that individual centers remain but are now organized regionally to leverage commonalities and balance support without a strict hierarchical headquarters (HQ) approach.
- Dr. Crouch, Chairman Punaro, and MG (Ret) Ortner agreed to consider a working group on how to better assist the USO in supporting the RC.

1330 – Employer Panel on Military Service Discussion

- Mr. Joe Crandall, Partner, Greencastle Associates Consulting
- Ms. Mona Dexter, Senior Director of Operations and Communications, Hiring our Heroes, U.S. Chamber of Commerce Foundation
- Mr. Mark Sealy, Chief, Mobile, Alabama Fire Department
- BG Carol Eggert, USA (Ret), Senior Vice President, Military and Veterans Affairs, Comcast NBC Universal
- The panel of industry and public sector partners engaged in a discussion on employer’s perspectives of reserve utilization. The Chairman facilitated and framed the discussion. He asked each panelist to cover concerns and suggestions regarding utilization frequency of reserve component members in addition to the impact that continued use of the reserve components has had on their organizations.
- Ms. Eggert began with thanking the Reserve Force Policy Board for providing this critically important opportunity, reporting significant operational impact on employers. She also noted that tax incentives similar to what is done in the veteran’s area could mitigate the impact of mobilizations.
- Chief Sealy opened by describing veterans as highly valued employees. He then articulated several financial and operational impacts of mobilization and active duty tours on his organization.
- Ms. Dexter described the progress made across industry in veteran employment and the advantages that employers come to expect when hiring veterans.
- Mr. Crandall articulated the dynamics of his small business and the expectations his consulting clientele have, where reserve absence due to mobilization weighs on the personal relationships and time it takes to build trust with a customer.

- The Chairman introduced the topic of the operational reserve, highlighting the FY12 National Defense Authorization Act approving the authority in Title 10 U.S.C. 12304b “Mobilization for Preplanned Mission Support.” The military services can involuntarily mobilize Reserve Component members for preplanned missions determined by the combatant commands, which are not necessarily contingency activities or combat operations. In March 2019 the RFPB consultants, Captains and Majors, articulated that these preplanned missions are “not what they signed up for,” but that they are ready to serve in times of National Emergency.
- Feedback from Senior Enlisted Advisors confirmed this theme with concerns about overutilization. The RFPB has held since its 2013 report to the Secretary of Defense (reiterated in 2016) that recurring operational use and predictable mobilization ensures viability of the operational reserve model.
- Ms. Eggert spoke on the role of the employer, making the point that it is not the role of the private sector to evaluate the type of utilization such as operational, strategic reserve, emergency, school, or deployment. Instead, the private sector attempts to mitigate the impact of these absences. At COMCAST, this is done with courses and internal certification programs to educate managers. She articulated the need to educate employers regarding military terminology and the nature of uniformed service beyond what the Employer Support of the Guard and Reserve does today, as well as address repeat or additional volunteerism, where some reservists repeatedly volunteer or add additional days to a preplanned drill to stay and “help unload” the trucks. This additional volunteerism is incentivized when employers commit to making up the difference in pay when reservists perform military duty.
- Chief Sealy described specific examples of reserve overutilization, highlighting that he expects and “depends on commanders to determine what is mission critical and what is not”:
 - A fire department Captain gone for another year, for a total of 3 years.
 - A driver that’s been on military service for 10 years of his 19 years with the department.
 - A firefighter in the US Coast Guard Reserve unable to take the needed shifts.
 - A rookie firefighter that just took a 3-year Active Guard Reserve tour as a recruiter within the same City of Mobile.
- In addition to manpower and hiring constraints, the amount of leave and overtime to cover for military duty drives an overtime bill to the City of Mobile. A solution may include more communication from commanders and the Department of Defense. The process for understanding what counts and what is exempt from USERRA's 5-year service limit are too complex to be usable.
- Board member MG (Ret) Orr and Chairman Punaro added that the Department currently does not involuntarily mobilize people for 3 year tours and that Reservists and National Guardsmen have a responsibility to be open with their employers on how voluntary and involuntary duty works. When Ms. Eggert stated that it is almost impossible to distinguish between duty types, Chairman Punaro felt that those Reservists not open about long-term voluntary active duty are abusing the system. *RFPB Staff Note: USERRA makes no distinction between voluntary and involuntary service.*
- Ms. Eggert stated that communication helps both the employer and Reservist maintain the balance between civilian employment and military service. However, those engagements are not always successful, as one commander refused to reschedule annual training to facilitate the on-boarding of a new hire at her company.
- Chief Sealy summarized the topic of communication by expressing that he would like to meet with the individuals’ commanders face-to-face and describe the needs and impact to his organization.

- Ms. Dexter provided her perspective from the vantage point of the US Chamber of Commerce and veteran employment. Reserve utilization affects younger service members in that they may impose limits on themselves, seeking only hourly employment to allow for flexibility. This eventually takes its toll on retention as mobilizations weigh on the need in the US today to maintain a two-income family and for spouses to have the time and opportunity for quality employment.
- Mr. Crandall described that his clients expect a high level of service. With 20% of his firm maintaining membership in the Guard and Reserve, mobilization impacts client relationships if he has to assign someone to spin up on a project in a few weeks. He manages this closely and in some cases has held a position open awaiting an employee's return.
- Chairman Punaro introduced the next topic for panel discussion, concerning the frequency of call-up and the timeliness of notification for employers.
- Ms. Eggert said that some of the short lead time notifications and problems with predictability may be due to the need to fill mobilizations voluntarily. Additionally, she advocated to form a private sector advisory council among employers and the US Chamber of Commerce.
- Chief Sealy described that his fire department gets 1 timely notification out of every 50 notifications, perceiving that the current law provides allowance for no-notice mobilizations or other reserve service. *RFPB Staff note: USERRA does not define a required timeline for prior notice. However, the DoD recommends service members provide 30 days' notice, or notice as soon as is feasible.*
- MG Ortner noted that from the Department of Defense point of view, the majority of short term notifications are due to mobilization process deficiencies with getting the Global Force Management Allocation Plan (GFMAP) signed by the Secretary of Defense on time (signed by April 1st to notify Reservists deploying during the next fiscal year). MG Ortner described that the law provides essential protections for GFMAP related, crisis, or emergency requirements.
- Ms. Eggert asked why the Department of Defense puts figuring out whether orders were voluntary and involuntary on the backs of the employers? She asked what the military could do to better understand the impact on employers that habitual volunteerism for duty such as schools or exercise preparation creates. *RFPB Staff Note: USERRA makes no distinction between voluntary and involuntary service.*
- RFPB Consultant LCDR Moore provided context on why employees who are Reservists may choose to voluntarily mobilize. In the Navy Reserve, the practice of volunteering enables the individual to have control over the best time to deploy instead of being plucked away when it does not fit well with employers or families. Despite this effort to balance one's civilian employment and military duty, LCDR Moore felt that her previous corporation was not promoting veterans and Reservists to executive levels at the same rate as others.
- RFPB Fellow Mr. Jones expressed the same concern as Chief Sealy when commanders did not return calls from employers to discuss notification or active duty service, suggesting that an Employer Support of the Guard and Reserve Ombudsman would have the ability to arrange a meeting. Board Member MG Ortner added that an employer should not accept a "no" response from a commander. *RFPB Staff Note: ESGR does not initiate mediation at the request of an employer. ESGR only mediates conflicts at the request of Service members, or former Service members.*
- RFPB member MG (Ret) Orr addressed Ms. Eggert's questions by describing that the Department uses deploy-to-dwell ratios to manage frequency to some extent, but in the current state he could not determine who the most frequent volunteers were.
- Mr. Crandall described more military demands today on Reservists than there were in 2012, causing coworkers and peers to pick up the work in their absence. Employers and coworkers want to know if the individual has the opportunity to decline a mobilization.

- RFPB Fellow Mr. Jones provided context on the Department's reliance on voluntary service and official policy on how the services and their reserve components are resourced for operational support.
- MG (Ret) Umbarger shared that communication works for the good of the reserve unit and the employer, highlighting an occurrence where a National Guard commander and local police chief addressed the deployment timing of 4 police deputies who were Guardsmen.
- Colonel Smith, from Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs, addressed current policy in the 32 CFR that provides guidance on screening the ready reserve which may help to address impacts on employers of key employees.
- Chairman Punaro closed the panel, noting that communication needs to increase to ensure good relationships and balance. Senior leadership is concerned and former Secretary of Defense Mattis outlined this concern during the December 2018 Reserve Forces Policy Board meeting.
- Ms. Eggert's final remarks advocated for tax incentives to mitigate the impact of military service and noted the indirect benefits employers receive when employees receive training during military service.
- Chief Sealy requested the Board support improving the current state of communication on increased reserve utilization to include dialogue with commanders to discuss the impacts on employers, and what utilization is mission critical.
- Ms. Dexter emphasized the importance of forming a public private partnership on reserve utilization and described how the US Chamber of Commerce may facilitate.
- Mr. Crandall anticipated that if the DoD budget stays the same, he expects more reserve demand. He advocated for the Department to form a Small Business Advisory Council in order to improve communication on reserve utilization and understanding of the impacts on employers.

1430 – Subcommittee on Ensuring a Ready, Capable, Available, and Sustainable Operational Reserve – RFPB Fully Burdened Life Cycle Cost Report Update

- Mr. Brett Lambert, Operational Reserve Subcommittee member
- COL Kevin Boates, ARNG, *RFPB Staff*
- COL Boates provided a brief re-orientation on the Fully Burdened Life Cycle Cost Report.
- He reminded the board of the three major findings from the update:
 1. The Department of Defense lacks appropriate policy requiring a complete and consistent costing methodology to identify the true fully burdened and life cycle costs of military manpower.
 2. These costs require annual calculation and reporting of both budgeted and actual costs to assist in making major military manpower force mix decisions.
 3. The Department of Defense does not currently have a tool or model that captures fully burdened and life cycle cost calculations for consideration when determining optimal Active and Reserve Component force mix.
- The recalculation of the 2013 report using the 2018 data confirmed that Reserve Component annual fully burdened per capita costs are less than 1/3 of the Active Component. Reserve Component annual fully burdened per capita costs of 30.4% in 2013 dropped to 28.6% in 2018 of the Active component.
- He provided an example of a fully burdened life cycle cost estimate by combining the Air Force Individual Cost Assessment Model (ICAM) with the missing metrics of Military Construction, Research, Development, Test & Evaluation (RDT&E) and Other, and Procurement costs from the 2018 RFPB calculation update. This produced an example fully burdened life cycle cost.
- The estimate simulated a 20 year career for an O-5 and E-7, encompassing one to four 365 day deployments and a life span of 78 years.

- When per capita costs for Military Construction, RDT&E and Other, and Procurement were applied equally to the Active and Reserve Components, the simulation resulted in a fully burdened life cycle cost for the Reserve Component of 33% to 42% of the Active Component depending on rank and number of deployments during the service member's 20 year career.
- When per capita costs for Military Construction, RDT&E and Other, and Procurement were applied to the Reserve Component at the same rate as O&M costs were applied during 2018, (21.3% of the Active Component), the simulation resulted in a fully burdened life cycle cost of 22.2% to 34.3% of the Active Component depending on rank and number of deployments.
- The three resulting recommendations for an RFPB vote were identified as:
 1. Establish DoD policy/guidance for computing fully-burdened Military Personnel Costs for the Total Force, including the Reserve Component.
 2. Calculate and report cost element figures annually using budgeted and all actual costs.
 3. Develop a model to calculate and compare Active and Reserve Component fully burdened life cycle costs.
- COL Boates described RFPB staff efforts and "Way Ahead" for fully burdened life cycle cost stating, "We will continue to work closely with Reserve Integration and the OSD Comptroller ADVANA team to develop a dashboard model capable of comparing fully burdened and life cycle costs. We would like this dashboard effort to also be capable of comparing like AC/RC organizations as well as contribute to an eventual user friendly tool that will be very useful to military manpower force mix decisions."
- The Board then voted to submit the report and recommendations.

1500 – RFPB Military Executive Closing Remarks

- Major General Blake Ortner, ARNG, Military Executive, RFPB
- MG Ortner thanked the Board members for their participation in the meeting.

1505 – Chairman's 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