



OVERSIGHT AND COMPLIANCE

OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

JUL 16 2015

ACTION MEMO

FOR: ASSISTANT DEPUTY CHIEF MANAGEMENT OFFICER

THROUGH: Joo Y. Chung, Director of Oversight and Compliance

FROM: James D. Freeman II, Advisory Committee Management Officer

JK10
Joo Y. Chung 7/15/2015
James D. Freeman II 7/15/2015

SUBJECT: Subcommittee Establishment for the National Commission on the Future of the Army

- Based upon authorization from the Deputy Secretary of Defense to approve the subcommittee member appointments on July 13, 2015, request you administratively certify 19 subcommittee member appointments and approve 5 subcommittee leadership appointments (TAB A). Pursuant to Department of Defense (DoD) policy, DoD Sponsors have delegated authority to:
 - Administratively certify the appointment of subcommittee members based upon prior authorization from the Secretary of Defense or the Deputy Secretary of Defense.
 - Approve committee and subcommittee leadership appointments for individuals previously approved for appointment by the Secretary or Deputy Secretary.
- On May 20, 2015, the Commission approved an operational work plan calling for the establishment and utilization of five subcommittees for the Commission's duration. Consistent with Federal regulations and pursuant to Secretary of Defense policy, you approved, on July 13, 2015, the establishment of these subcommittees through written terms of reference (ToR) and designated a Designated Federal Officer (DFO) for each subcommittee (TABs B and C).
 - Pursuant to Secretary of Defense policy, establishment of subcommittees and approval of a written ToR for each subcommittee must be approved by the Secretary of Defense, the Deputy Secretary of Defense, or the DoD Sponsor.
 - The designation of a DFO for each subcommittee is consistent with General Services Administration and DoD Office of General Counsel guidance that a DFO must be designated for each permanent subcommittee and, pursuant to DoD policy, the DoD Sponsor approves the designation of DFOs.
- A list of the current membership of the Commission and the proposed five subcommittees is at TAB D. At TAB E is the Governance & Compliance Analysis for the National Commission on the Future of the Army dated July 15, 2015, supporting the proposed subcommittee member appointments.

RECOMMENDATION: Approve initialing the subcommittee member appointments at TAB A.

COORDINATION: DoD FACA Attorney

CROWLEY, ELAIN
E.C.1454427790

Attachments:
As stated

TAB A

TAB A
NOMINEE LISTING
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

JUL 16 2015

A. Assistant Deputy Chief Management Officer (ADCMO) administrative certification of new appointment, based upon previous approval by the Deputy Secretary of Defense on July 13, 2015, as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as a special government employee member for a term of service not to exceed May 1, 2016, to designated subcommittees of the National Commission on the Future of the Army as described in the Governance & Compliance Analysis for the National Commission on the Future of the Army dated July 15, 2015, at TAB E, for:

1. Aviation Subcommittee:

Member's Name	Approve	Disapprove	Other
1) General Larry R. Ellis, U.S. Army (Ret.)	<u>DI</u>	_____	_____
2) The Honorable Robert F. Hale	<u>DI</u>	_____	_____
3) The Honorable Thomas R. Lamont	<u>DI</u>	_____	_____
4) General James D. Thurman, U.S. Army (Ret.)	<u>DI</u>	_____	_____

2. Drafting Subcommittee:

Member's Name	Approve	Disapprove	Other
1) General Carter F. Ham, U.S. Army (Ret.)	<u>DI</u>	_____	_____
2) The Honorable Kathleen H. Hicks, Ph.D.	<u>DI</u>	_____	_____
3) The Honorable Thomas R. Lamont	<u>DI</u>	_____	_____
4) Lieutenant General Jack C. Stultz U.S. Army Reserve (Ret.)	<u>DI</u>	_____	_____

3. Force Generation Subcommittee:

Member's Name	Approve	Disapprove	Other
1) General Larry R. Ellis, U.S. Army (Ret.)	<u>DI</u>	_____	_____
2) The Honorable Robert F. Hale	<u>DI</u>	_____	_____
3) The Honorable Thomas R. Lamont	<u>DI</u>	_____	_____
4) General James D. Thurman, U.S. Army (Ret.)	<u>DI</u>	_____	_____

4. Institutional Subcommittee:

Member's Name	Approve	Disapprove	Other
1) Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.)	<u>DI</u>	_____	_____
2) General Carter F. Ham, U.S. Army (Ret.)	<u>DI</u>	_____	_____
3) Lieutenant General Jack C. Stultz U.S. Army Reserve (Ret.)	<u>DI</u>	_____	_____

TAB A
 NOMINEE LISTING
 NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

5. Operational Subcommittee:

Member's Name	Approve	Disapprove	Other
1) Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.)	<u>DI</u>	_____	_____
2) The Honorable Robert F. Hale	<u>DI</u>	_____	_____
3) The Honorable Thomas R. Lamont	<u>DI</u>	_____	_____
4) General James D. Thurman, U.S. Army	<u>DI</u>	_____	_____

B. ADCMO approval of leadership appointment, based upon previous appointment by the Deputy Secretary of Defense as a member of the designated subcommittee to the National Commission on the Future of the Army, to serve a term of service not to exceed May 1, 2016 as described in the Governance & Compliance Analysis for the National Commission on the Future of the Army dated July 15, 2015, at TAB E, for:

1. Aviation Subcommittee:

Member's Name	Approve	Disapprove	Other
1) The Honorable Robert F. Hale	<u>DI</u>	_____	_____

2. Drafting Subcommittee:

Member's Name	Approve	Disapprove	Other
1) General Carter F. Ham, U.S. Army (Ret.)	<u>DI</u>	_____	_____

3. Force Generation Subcommittee:

Member's Name	Approve	Disapprove	Other
1) General Larry R. Ellis, U.S. Army (Ret.)	<u>DI</u>	_____	_____

4. Institutional Subcommittee:

Member's Name	Approve	Disapprove	Other
1) Lieutenant General Jack C. Stultz U.S. Army Reserve (Ret.)	<u>DI</u>	_____	_____

5. Operational Subcommittee:

Member's Name	Approve	Disapprove	Other
1) The Honorable Kathleen H. Hicks, Ph.D.	<u>DI</u>	_____	_____

TAB B



OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

13 July 2015

**MEMORANDUM FOR DESIGNATED FEDERAL OFFICER, NATIONAL COMMISSION ON
THE FUTURE OF THE ARMY**

SUBJECT: Subcommittee Terms of Reference

Your request to establish five subcommittees to the National Commission on the Future of the Army ("the Commission") is approved. Pursuant to Secretary of Defense policy, I have approved a term of reference (ToR) for each of the following subcommittees (Attachment 1 thru 5):

1. Aviation Subcommittee
2. Drafting Subcommittee
3. Force Generation Subcommittee
4. Institutional Subcommittee
5. Operational Subcommittee

Pursuant to the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended), the Federal Advisory Committee Management regulations (41 C.F.R. Part 102-3), and Department of Defense Instruction (DoDI) 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007, each subcommittee must report its recommendations and findings to the Commission for deliberation under the FACA open-meeting rules.

If you should have any questions, please contact my Advisory Committee Management Officer, Mr. Jim Freeman, at 703-692-5952 or james.d.freeman4.civ@mail.mil.

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D.III.1109966815

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TILLOTSON.DAVID.III.1109966815
DN: c=US, o=U.S. Government,
ou=DoD, ou=PKI, ou=OSD,
cn=TILLOTSON.DAVID.III.1109966815
Date: 2015.07.13 14:20:37 -04'00'

David Tillotson III
Assistant Deputy Chief Management Officer

Attachments:
As stated

cc:
Director, Administration and Management
Advisory Committee Management Officer

TERMS OF REFERENCE FOR AVIATION SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

These terms of reference establish Secretary of Defense objectives for an independent subcommittee review of the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the Regular Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the Regular Army to support the mission of the Army Commission.

Objectives and Scope: The Aviation Subcommittee (“the Subcommittee”) shall conduct a study on the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the regular Army. The study will consider:

- Depth and scalability, cost-efficiency between the components;
- Strengths, limitations, and capabilities of each component;
- “Peacetime rotation” force to avoid exceeding operational tempo goals of 1:2 for Regular Army and 1:5 for members of the Army National Guard and Army Reserves;
- Minimizing risk within and across readiness, efficiency, effectiveness, capability, and affordability;
- Adjusting policies affecting readiness; training; equipment; personnel; and maintenance of the reserve components as an operational reserve.

Methodology: The Subcommittee will:

1. conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes;
2. focus its assessment on the statutes, strategy, policies, procedures, and processes currently in place to determine Army aviation force structure;
3. propose, as appropriate, modifications to the Army aviation structure for AH-64 aircraft related to current and anticipated Army mission requirements at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources;
4. access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task;
5. review, as appropriate, the results of past and recent examinations and studies of Army aviation force structure composition and mix, to include investigative reports and reference materials provided by any organization; and
6. conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

TERMS OF REFERENCE FOR AVIATION SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

Deliverable: It is estimated that the subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

TERMS OF REFERENCE FOR DRAFTING SUBCOMMITTEE NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee responsible for consolidating input for, and drafting, the report of the National Commission on the Future of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Prepare a draft report for the National Commission on the Future of the Army as required by Section 1703(c) of the National Defense Authorization Act for Fiscal Year 2015 (FY 2015 NDAA) (Public Law 113-291).

Objectives and Scope: The Drafting Subcommittee (“the Subcommittee”) will address the following specific objectives:

- consolidate and consider all information and input provided to the Army Commission, including information presented by other subcommittees of the Army Commission;
- articulate the future threats and mission demands in a manner consistent with the Commissioners’ input and opinions; and
- synthesize Commissioner statements and recommendations made during meetings into a coherent draft written product addressing the Army Commission’s key tasks to allow a comprehensive discussion of substantive issues in the full committee.

The Subcommittee shall develop conclusions and proposals on the above matters and any other matters the Subcommittee deems pertinent in conducting its work.

Methodology: The Subcommittee will:

1. Conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus on integrating Commissioner statements into a coherent written product. The Subcommittee will use information provided to the Commission in public or closed meetings, or by the Commission staff. In preparing the draft report, the Subcommittee will address the considerations specified in Section 1703 of the FY 2015 NDAA.
3. Incorporate into its draft the recommendations or the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resource.
4. Access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task. As background, the Subcommittee may review the results of past and recent examinations and studies of Army

TERMS OF REFERENCE FOR DRAFTING SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

force structure composition and mix, to include investigative reports and reference materials provided by any organization.

5. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

Deliverable: It is estimated that the subcommittee will complete its work and provide final proposals to the Army Commission no later than November 19, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

TERMS OF REFERENCE FOR THE FORCE GENERATION SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the Force Generation policies of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of force generation policies for the Army in order to fulfill current and anticipated mission requirements for the Army in a manner consistent with available resources and anticipated future resources, including policies addressing readiness, training, equipment, personnel, and maintenance of the reserve components to support the mission of the Army Commission.

Objectives and Scope: The Force Generation Subcommittee (“the Subcommittee”) shall develop conclusions and proposals on the below matters and any other matters the Subcommittee deems pertinent in conducting its study of Force Generation policies of the Army. The Subcommittee will review:

- the Army’s projected force generation process and make recommendations as needed
- the viability of maintaining “peacetime rotation” rates with operational tempo goals of 1:2 for active members of the Army and 1:5 for members of the reserve components of the Army

Methodology: The Subcommittee will:

1. Conduct the assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus its assessment on the statutes, strategy, policies, procedures and processes currently in place to determine Army force generation policies with respect to force size, force mix, and component mix.
3. Make proposals on the modifications, if any, for force generation policies related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.
4. Access, consistent with law, documents or people from Federal departments and agencies which the Subcommittee deems necessary to complete its task.
5. Review the results of past and recent examinations and studies of Army force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

TERMS OF REFERENCE FOR THE FORCE GENERATION SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

TERMS OF REFERENCE FOR THE INSTITUTIONAL SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the Institutional elements of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the current and projected security environment, and conduct a study of the Institutional elements of the Army and policy assumptions related to the size, force mix, and component mix of the Army to support the mission of the Army Commission.

Objectives and Scope: The Institutional Subcommittee (“the Subcommittee”) will address the following specific objectives:

- Assess the impact on the institutional elements of the Army for various size, force mix, and component mix of the Regular Army, Army National Guard, and Army Reserve.
- Make proposals on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.
- Develop conclusions and proposals on the above matters and any other matters the Subcommittee deems pertinent in conducting its study of the Institutional elements of the Army related to the following statutory responsibilities:
 - 1) Recruiting.
 - 2) Organizing.
 - 3) Supplying.
 - 4) Equipping (including research and development).
 - 5) Training.
 - 6) Servicing.
 - 7) Mobilizing.
 - 8) Demobilizing.
 - 9) Administering (including the morale and welfare of personnel).
 - 10) Maintaining.
 - 11) The construction, outfitting, and repair of military equipment.
 - 12) The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property necessary to carry out the responsibilities specified in this section.

TERMS OF REFERENCE FOR THE INSTITUTIONAL SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

Methodology: The Subcommittee will:

1. Conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus on the statutes, strategy, policies, procedures and processes currently in place used to determine Army force structure.
3. Make proposals on the modifications, if any, on institutional structure and policies of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.
4. Access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task.
5. Review the results of past and recent examinations and studies of Army force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

TERMS OF REFERENCE FOR THE OPERATIONAL SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the structure of the Army operational forces. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the current security environment and conduct a study of the structure of the Army operational forces (combat and service forces for prompt and sustained combat incident to operations on land) and policy assumptions related to the size and force mixture of the Army to support the mission of the Army Commission.

Objectives and Scope: The Operational Subcommittee (“the Subcommittee”) will:

- Assess the size, force mixture, and component mixture of the active component of the Army and the reserve components of the Army.
- Make proposals on the modifications, if any, of the structure and policies of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.

Methodology: The Subcommittee will:

1. Conduct the assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes
2. Focus on the statutes, strategy, policies, procedures and processes currently in place used to determine Army force structure.
3. Make proposals on the modifications, if any, of the structure of the Army and policies for determining that structure related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources
4. Access, consistent with law, documents or people from any Federal department or agency which the Operational Subcommittee deems necessary to complete its task.
5. Review, as appropriate, the results of past and recent examinations and studies of force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

TERMS OF REFERENCE FOR THE OPERATIONAL SUBCOMMITTEE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

TAB C



OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

13 July 2015

MEMORANDUM FOR MR. MARK S. PIZZUTO, HEADQUARTERS DEPARTMENT OF
THE ARMY, OFFICE OF THE DEPUTY CHIEF OF STAFF, G-4,
U.S. ARMY

SUBJECT: Designation as Designated Federal Officer

You are hereby designated the Designated Federal Officer (DFO) for the Aviation Subcommittee ("the Subcommittee") to the National Commission on the Future of the Army ("the Commission"). As the DFO, you are the Department of Defense (DoD) and the Commission DFO representative to the Subcommittee. As such, you are responsible, in consultation with the Commission DFO, for ensuring compliance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix), the Government in the Sunshine Act of 1976 (5 U.S.C. § 552(b)), the General Services Administration's Federal Advisory Committee Management; Final Rule (41 C.F.R. Part 102-3), and DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007.

Besides the DFO duties outlined in the federal statute, regulations, and policies listed above, you are responsible for any FACA duties prescribed by the Deputy Chief Management Officer or the Advisory Committee Management Officer for the Department of Defense, to include:

1. Attend all meetings of the Subcommittee for the entire duration of each and every meeting;
2. Approve and call all meetings of the Subcommittee; prepare and approve all meeting agendas; and adjourn any meeting when the DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures;
3. Updating on a bi-monthly basis the GSA's FACA Database on the Subcommittee;
4. Safeguarding, in consultation with Commission's DFO, all National Security Information provided to the Subcommittee and ensuring the Subcommittee complies with DoD policies and procedures dealing with National Security Information;
5. Ensuring, in consultation with the Commission's DFO, that the Subcommittee receives appropriate security reviews prior to the release of any public disclosure of information, to include news releases, published reports, and open meetings;
6. Assisting the Commission's DFO in overseeing the Subcommittee's internal controls over non-payroll financial transactions to ensure compliance with the Federal Acquisition Regulation and other DoD policies and procedures governing financial management practices; and
7. Complete the Committee Management Secretariat FACA training courses (on-line FACA Fundamentals Course and two-day in-person Instructor-Led FACA

Management Training) offered by the General Services Administration at the earliest opportunity and receiving appropriate training on the Subcommittee's ethics requirements and the handling of financial disclosure reports.

In addition to your appointment as the DFO for the Aviation Subcommittee, I hereby designate you as an Alternate DFO to the Commission. In your capacity as the Alternate DFO, you will perform the DFO's duties and responsibilities when the DFO to the Commission is unable to perform his duties, to include serving as an Alternate DFO to another subcommittee to the Commission, as determined and directed by the DFO to the Commission. When performing Alternate DFO duties at a Commission or subcommittee meeting, you will openly state at the beginning of the Commission or subcommittee meeting that you are standing in for the DFO on a temporary basis as authorized by the DoD Sponsor and ensure the meeting minutes reflect you are temporarily representing the appointed DFO.

If you should have any questions please contact my Advisory Committee Management Officer Mr. Jim Freeman, at 703-692-5952 or james.d.freeman4.civ@mail.mil.

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ou=DoD, ou=PKI, ou=OSD,
cn=TILLOTSON.DAVID.III.1109966815
Date: 2015.07.13 14:09:24 -0400'

David Tillotson III
Assistant Deputy Chief Management Officer

cc:
Designated Federal Officer,
National Commission of the Future of the Army
Advisory Committee Management Officer



OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

13 July 2015

MEMORANDUM FOR MR. MARK VON HEERINGEN, OFFICE OF THE DEPUTY UNDER SECRETARY OF THE ARMY

SUBJECT: Designation as Designated Federal Officer

You are hereby designated the Designated Federal Officer (DFO) for the Drafting Subcommittee ("the Subcommittee") to the National Commission on the Future of the Army ("the Commission"). As the DFO, you are the Department of Defense (DoD) and the Commission DFO representative to the Subcommittee. As such, you are responsible, in consultation with the Commission DFO, for ensuring compliance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix), the Government in the Sunshine Act of 1976 (5 U.S.C. § 552(b)), the General Services Administration's Federal Advisory Committee Management; Final Rule (41 C.F.R. Part 102-3), and DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007.

Besides the DFO duties outlined in the federal statute, regulations, and policies listed above, you are responsible for any FACA duties prescribed by the Deputy Chief Management Officer or the Advisory Committee Management Officer for the Department of Defense, to include:

1. Attend all meetings of the Subcommittee for the entire duration of each and every meeting;
2. Approve and call all meetings of the meetings of the Subcommittee; prepare and approve all meeting agendas; and adjourn any meeting when the DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures;
3. Updating on a bi-monthly basis the GSA's FACA Database on the Subcommittee;
4. Safeguarding, in consultation with Commission's DFO, all National Security Information provided to the Subcommittee and ensuring the Subcommittee complies with DoD policies and procedures dealing with National Security Information;
5. Ensuring, in consultation with the Commission's DFO, that the Subcommittee receives appropriate security reviews prior to the release of any public disclosure of information, to include news releases, published reports, and open meetings;
6. Assisting the Commission's DFO in overseeing the Subcommittee's internal controls over non-payroll financial transactions to ensure compliance with the Federal Acquisition Regulation and other DoD policies and procedures governing financial management practices; and
7. Complete the Committee Management Secretariat FACA training courses (on-line FACA Fundamentals Course and two-day in-person Instructor-Led FACA

Management Training) offered by the General Services Administration at the earliest opportunity and receiving appropriate training on the Subcommittee's ethics requirements and the handling of financial disclosure reports.

In addition to your appointment as the DFO for the Drafting Subcommittee, I reaffirm your earlier appointment as an Alternate DFO to the Commission. In your capacity as the Alternate DFO, you will perform the DFO's duties and responsibilities when the DFO to the Commission is unable to perform his duties, to include serving as an Alternate DFO to another subcommittee to the Commission, as determined and directed by the DFO to the Commission. When performing Alternate DFO duties at a Commission or subcommittee meeting, you will openly state at the beginning of the Commission or subcommittee meeting that you are standing in for the DFO on a temporary basis as authorized by the DoD Sponsor and ensure the meeting minutes reflect you are temporarily representing the appointed DFO.

If you should have any questions please contact my Advisory Committee Management Officer Mr. Jim Freeman, at 703-692-5952 or james.d.freeman4.civ@mail.mil.

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DN: c=US, o=U.S. Government,
ou=DoD, ou=PKI, ou=OSD,
cn=TILLOTSON.DAVID.III.1109966815
Date: 2015.07.13 14:10:41 -04'00'

David Tillotson III
Assistant Deputy Chief Management Officer

cc:
Designated Federal Officer,
National Commission of the Future of the Army
Advisory Committee Management Officer



OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

13 July 2015

MEMORANDUM FOR MS. DEBORAH S. GANTT, OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY

SUBJECT: Designation as Designated Federal Officer

You are hereby designated the Designated Federal Officer (DFO) for the Force Generation Subcommittee ("the Subcommittee") to the National Commission on the Future of the Army ("the Commission"). As the DFO, you are the Department of Defense (DoD) and the Commission DFO representative to the Subcommittee. As such, you are responsible, in consultation with the Commission DFO, for ensuring compliance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix), the Government in the Sunshine Act of 1976 (5 U.S.C. § 552(b)), the General Services Administration's Federal Advisory Committee Management; Final Rule (41 C.F.R. Part 102-3), and DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007.

Besides the DFO duties outlined in the federal statute, regulations, and policies listed above, you are responsible for any FACA duties prescribed by the Deputy Chief Management Officer or the Advisory Committee Management Officer for the Department of Defense, to include:

1. Attend all meetings of the Subcommittee for the entire duration of each and every meeting;
2. Approve and call all meetings of the meetings of the Subcommittee; prepare and approve all meeting agendas; and adjourn any meeting when the DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures;
3. Updating on a bi-monthly basis the GSA's FACA Database on the Subcommittee;
4. Safeguarding, in consultation with Commission's DFO, all National Security Information provided to the Subcommittee and ensuring the Subcommittee complies with DoD policies and procedures dealing with National Security Information;
5. Ensuring, in consultation with the Commission's DFO, that the Subcommittee receives appropriate security reviews prior to the release of any public disclosure of information, to include news releases, published reports, and open meetings;
6. Assisting the Commission's DFO in overseeing the Subcommittee's internal controls over non-payroll financial transactions to ensure compliance with the Federal Acquisition Regulation and other DoD policies and procedures governing financial management practices; and
7. Complete the Committee Management Secretariat FACA training courses (on-line FACA Fundamentals Course and two-day in-person Instructor-Led FACA

Management Training) offered by the General Services Administration at the earliest opportunity and receiving appropriate training on the Subcommittee's ethics requirements and the handling of financial disclosure reports.

In addition to your appointment as the DFO for the Force General Subcommittee, I hereby designate you as an Alternate DFO to the Commission. In your capacity as the Alternate DFO, you will perform the DFO's duties and responsibilities when the DFO to the Commission is unable to perform his duties, to include serving as an Alternate DFO to another subcommittee to the Commission, as determined and directed by the DFO to the Commission. When performing Alternate DFO duties at a Commission or subcommittee meeting, you will openly state at the beginning of the Commission or subcommittee meeting that you are standing in for the DFO on a temporary basis as authorized by the DoD Sponsor and ensure the meeting minutes reflect you are temporarily representing the appointed DFO.

If you should have any questions please contact my Advisory Committee Management Officer Mr. Jim Freeman, at 703-692-5952 or james.d.freeman4.civ@mail.mil.

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David Tillotson III
Assistant Deputy Chief Management Officer

cc:
Designated Federal Officer,
National Commission of the Future of the Army
Advisory Committee Management Officer



OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

13 July 2015

MEMORANDUM FOR LIEUTENANT COLONEL MICHAEL A. LOCKWOOD, U.S. ARMY,
OFFICE OF THE DEPUTY CHIEF OF STAFF, G8,
HEADQUARTERS U.S. ARMY

SUBJECT: Designation as Designated Federal Officer

You are hereby designated the Designated Federal Officer (DFO) for the Institutional Subcommittee ("the Subcommittee") to the National Commission on the Future of the Army ("the Commission"). As the DFO, you are the Department of Defense (DoD) and the Commission DFO representative to the Subcommittee. As such, you are responsible, in consultation with the Commission DFO, for ensuring compliance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix), the Government in the Sunshine Act of 1976 (5 U.S.C. § 552(b)), the General Services Administration's Federal Advisory Committee Management; Final Rule (41 C.F.R. Part 102-3), and DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007.

Besides the DFO duties outlined in the federal statute, regulations, and policies listed above, you are responsible for any FACA duties prescribed by the Deputy Chief Management Officer or the Advisory Committee Management Officer for the Department of Defense, to include:

1. Attend all meetings of the Subcommittee for the entire duration of each and every meeting;
2. Approve and call all meetings of the meetings of the Subcommittee; prepare and approve all meeting agendas; and adjourn any meeting when the DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures;
3. Updating on a bi-monthly basis the GSA's FACA Database on the Subcommittee;
4. Safeguarding, in consultation with Commission's DFO, all National Security Information provided to the Subcommittee and ensuring the Subcommittee complies with DoD policies and procedures dealing with National Security Information;
5. Ensuring, in consultation with the Commission's DFO, that the Subcommittee receives appropriate security reviews prior to the release of any public disclosure of information, to include news releases, published reports, and open meetings;
6. Assisting the Commission's DFO in overseeing the Subcommittee's internal controls over non-payroll financial transactions to ensure compliance with the Federal Acquisition Regulation and other DoD policies and procedures governing financial management practices; and
7. Complete the Committee Management Secretariat FACA training courses (on-line FACA Fundamentals Course and two-day in-person Instructor-Led FACA

Management Training) offered by the General Services Administration at the earliest opportunity and receiving appropriate training on the Subcommittee's ethics requirements and the handling of financial disclosure reports.

In addition to your appointment as the DFO for the Institutional Subcommittee, I reaffirm your earlier appointment as an Alternate DFO to the Commission. In your capacity as the Alternate DFO, you will perform the DFO's duties and responsibilities when the DFO to the Commission is unable to perform his duties, to include serving as an Alternate DFO to another subcommittee to the Commission, as determined and directed by the DFO to the Commission. When performing Alternate DFO duties at a Commission or subcommittee meeting, you will openly state at the beginning of the Commission or subcommittee meeting that you are standing in for the DFO on a temporary basis as authorized by the DoD Sponsor and ensure the meeting minutes reflect you are temporarily representing the appointed DFO.

If you should have any questions please contact my Advisory Committee Management Officer Mr. Jim Freeman, at 703-692-5952 or james.d.freeman4.civ@mail.mil.

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David Tillotson III
Assistant Deputy Chief Management Officer

cc:
Designated Federal Officer,
National Commission of the Future of the Army
Advisory Committee Management Officer



OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

July 13, 2015

MEMORANDUM FOR MAJOR VINSON B. MORRIS, U.S. ARMY, OFFICE OF THE
ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION,
LOGISTICS, AND TECHNOLOGY

SUBJECT: Designation as Designated Federal Officer

You are hereby designated the Designated Federal Officer (DFO) for the Operating Force Subcommittee ("the Subcommittee") to the National Commission on the Future of the Army ("the Commission"). As the DFO, you are the Department of Defense (DoD) and the Commission DFO representative to the Subcommittee. As such, you are responsible, in consultation with the Commission DFO, for ensuring compliance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix), the Government in the Sunshine Act of 1976 (5 U.S.C. § 552(b)), the General Services Administration's Federal Advisory Committee Management; Final Rule (41 C.F.R. Part 102-3), and DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007.

Besides the DFO duties outlined in the federal statute, regulations, and policies listed above, you are responsible for any FACA duties prescribed by the Deputy Chief Management Officer or the Advisory Committee Management Officer for the Department of Defense, to include:

1. Attend all meetings of the Subcommittee for the entire duration of each and every meeting;
2. Approve and call all meetings of the meetings of the Subcommittee; prepare and approve all meeting agendas; and adjourn any meeting when the DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures;
3. Updating on a bi-monthly basis the GSA's FACA Database on the Subcommittee;
4. Safeguarding, in consultation with Commission's DFO, all National Security Information provided to the Subcommittee and ensuring the Subcommittee complies with DoD policies and procedures dealing with National Security Information;
5. Ensuring, in consultation with the Commission's DFO, that the Subcommittee receives appropriate security reviews prior to the release of any public disclosure of information, to include news releases, published reports, and open meetings;
6. Assisting the Commission's DFO in overseeing the Subcommittee's internal controls over non-payroll financial transactions to ensure compliance with the Federal Acquisition Regulation and other DoD policies and procedures governing financial management practices; and
7. Complete the Committee Management Secretariat FACA training courses (on-line FACA Fundamentals Course and two-day in-person Instructor-Led FACA

Management Training) offered by the General Services Administration at the earliest opportunity and receiving appropriate training on the Subcommittee's ethics requirements and the handling of financial disclosure reports.

In addition to your appointment as the DFO for the Operating Force Subcommittee, I hereby designate you as an Alternate DFO to the Commission. In your capacity as the Alternate DFO, you will perform the DFO's duties and responsibilities when the DFO to the Commission is unable to perform his duties, to include serving as an Alternate DFO to another subcommittee to the Commission, as determined and directed by the DFO to the Commission. When performing Alternate DFO duties at a Commission or subcommittee meeting, you will openly state at the beginning of the Commission or subcommittee meeting that you are standing in for the DFO on a temporary basis as authorized by the DoD Sponsor and ensure the meeting minutes reflect you are temporarily representing the appointed DFO.

If you should have any questions please contact my Advisory Committee Management Officer Mr. Jim Freeman, at 703-692-5952 or james.d.freeman4.civ@mail.mil.

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David Tillotson III
Assistant Deputy Chief Management Officer

cc:
Designated Federal Officer,
National Commission of the Future of the Army
Advisory Committee Management Officer

TAB D

TAB D
CURRENT AND PROPOSED MEMBERSHIP
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

National Commission on the Future of the Army Membership:

1. Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.)
2. General Larry R. Ellis, U.S. Army (Ret.)
3. The Honorable Robert F. Hale
4. General Carter F. Ham, U.S. Army (Ret.); member and Chair
5. The Honorable Kathleen H. Hicks, Ph.D.
6. The Honorable Thomas R. Lamont; member and Vice Chair
7. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.)
8. General James D. Thurman, U.S. Army (Ret.)

Aviation Subcommittee:

1. General Larry R. Ellis, U.S. Army (Ret.)
2. The Honorable Robert F. Hale; member and Chair
3. The Honorable Thomas R. Lamont
4. General James D. Thurman, U.S. Army (Ret.)

Drafting Subcommittee:

1. General Carter F. Ham, U.S. Army (Ret.); member and Chair
2. The Honorable Kathleen H. Hicks, Ph.D.
3. The Honorable Thomas R. Lamont
4. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.)

Force Generation Subcommittee:

1. General Larry R. Ellis, U.S. Army (Ret.); member and Chair
2. The Honorable Robert F. Hale
3. The Honorable Thomas R. Lamont
4. General James D. Thurman, U.S. Army (Ret.)

Institutional Subcommittee:

1. Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.)
2. General Carter F. Ham, U.S. Army (Ret.)
3. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.); member and Chair

TAB D
CURRENT AND PROPOSED MEMBERSHIP
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

Operational Subcommittee:

1. Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.)
2. General Carter F. Ham, U.S. Army (Ret.)
3. The Honorable Kathleen H. Hicks, Ph.D.; member and Chair
4. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.)

TAB E

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

[NOTE: The Advisory Committee Management Officer, in consultation with the Department of Defense Federal Advisory Committee Act Attorney, prepared this independent analysis.]

ACTIONS REQUESTED BY THE SPONSOR

APPOINTMENT POLICY DEVIATIONS:^{1, 2} None.

APPOINTMENT POLICY CHANGES:³ None.

DEPUTY SECRETARY OF DEFENSE APPOINTMENTS: Nineteen requested actions for consideration by the Deputy Secretary of Defense.

A. National Commission on Future of the Army Appointments: None.

B. Subcommittee Appointments: Consistent with Secretary of Defense policy, the Assistant Deputy Chief Management Officer (ADCMO) requests the Deputy Secretary of Defense approve 19 subcommittee member appointments of experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members to designated subcommittees of the National Commission on the Future of the Army (“the Commission”) for a term of service not to exceed May 1, 2016.

1. Aviation Subcommittee:

- 1) General Larry R. Ellis, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 2) The Honorable Robert F. Hale: term of service appointment to begin upon certification.
- 3) The Honorable Thomas R. Lamont: term of service appointment to begin upon certification.
- 4) General James D. Thurman, U.S. Army (Ret.): term of service appointment to begin upon certification.

¹ This section only applies when the Sponsor requests a deviation to one or more of the Secretary of Defense appointment policies, such as membership tenure.

² It is Secretary of Defense policy that the Deputy Secretary of Defense may act as the appointment approval authority for committee and subcommittee member appointments and approve deviations to Secretary of Defense appointment policies, unless otherwise provided for by statute, Presidential directive, or determination by the Secretary of Defense. Unless otherwise stated in this analysis, the term ‘Secretary of Defense’ collectively means the Secretary of Defense and/or the Deputy Secretary of Defense.

³ This section only applies when the Sponsor requests changes to committee-specific appointment policies previously approved by the Secretary of Defense.

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

2. Drafting Subcommittee:

- 1) General Carter F. Ham, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 2) The Honorable Kathleen H. Hicks, Ph.D.: term of service appointment to begin upon certification.
- 3) The Honorable Thomas R. Lamont: term of service appointment to begin upon certification.
- 4) Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): term of service appointment to begin upon certification.

3. Force Generation Subcommittee:

- 1) General Larry R. Ellis, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 2) The Honorable Robert F. Hale: term of service appointment to begin upon certification.
- 3) The Honorable Thomas R. Lamont: term of service appointment to begin upon certification.
- 4) General James D. Thurman, U.S. Army (Ret.): term of service appointment to begin upon certification.

4. Institutional Subcommittee:

- 1) Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 2) General Carter F. Ham, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 3) Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): term of service appointment to begin upon certification.

5. Operational Subcommittee:

- 1) Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 2) General Carter F. Ham, U.S. Army (Ret.): term of service appointment to begin upon certification.
- 3) The Honorable Kathleen H. Hicks, Ph.D.: term of service appointment to begin upon certification.
- 4) Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): term of service appointment to begin upon certification.

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

ACTIONS BY THE SPONSOR

SUBCOMMITTEE APPOINTMENTS:⁴ None.

SUBCOMMITTEE LEADERSHIP APPOINTMENTS: Consistent with Deputy Secretary of Defense policy, the ADCMO may approve the appointment of the following individuals, who were previously appointed to serve on subcommittees of the Commission, to serve as the Chair of a designated subcommittee for a term of service not to exceed May 1, 2016.

A. Aviation Subcommittee:

1. The Honorable Robert F. Hale: term of service appointment to begin upon appointment as Chair.

B. Drafting Subcommittee:

1. General Carter F. Ham, U.S. Army (Ret): term of service to begin upon appointment as Chair.

C. Force Generation Subcommittee:

1. General Larry R. Ellis, U.S. Army (Ret.): term of service appointment to begin upon appointment as Chair.

D. Institutional Subcommittee:

1. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): term of service appointment to begin upon appointment as Chair.

E. Operational Subcommittee:

1. The Honorable Kathleen H. Hicks, Ph.D.: term of service to begin upon appointment as Chair.

ADVISORY COMMITTEE MANAGEMENT OFFICER RENEWAL OF APPOINTMENTS:⁵ None.

⁴ It is Deputy Secretary of Defense policy that the Department of Defense Sponsor may administratively certify the appointment of subcommittee members provided the individual is currently appointed to the National Commission on Future of the Army or to another DoD advisory committee by the Secretary of Defense. Based on DoD policy, such appointment certifications are documented by using the Advisory Committee Management Officer's Administrative Appointment Certification Instrument.

⁵ The Advisory Committee Management Officer is authorized, in consultation with the Department of Defense Federal Advisory Committee Act Attorney, to administratively certify the annual renewal of appointments of individuals previously approved by the Secretary of Defense to advisory committees established by the Department of Defense. All such requests are handled separately from any appointment approval actions requested of the Secretary of Defense.

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

COMMISSION PROFILE

TYPE: Statutory advisory committee established by the Department of Defense (DoD) in 2015 pursuant to section 1702 of the Carl Levin and Howard P. “Buck” McKeon National Defense Authorization Act for Fiscal Year 2015 (“the FY 2015 NDAA”) (Public Law 113-291) and in accordance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 CFR § 102-3.50(a). The Commission’s charter was filed on March 20, 2015, and Commission terminates no later than 90 days after the Commission submits its report.

DoD SPONSOR: The DCMO is the DoD-designated sponsor for the Commission. As such, the DCMO or designee is responsible for supporting the Commission, providing access to the necessary DoD data or information required by the Commission/subcommittee members to perform their mission, ensuring that all DoD data or information provided to the Commission is done according to DoD policy and procedures concerning the release of data/information to the public or outside DoD, and ensuring compliance with FACA and all relevant Federal regulations/policies including DoD policies/procedures.

SCOPE AND RESPONSIBILITIES: The Commission, pursuant to Sections 1703(a) and (b) of the FY 2015 NDAA, shall undertake a comprehensive study of the structure of the Army, and policy assumptions related to the size and force mixture of the Army, in order (a) to make an assessment of the size and force structure of the active component of the Army and the reserve components of the Army; and (b) to make recommendations on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources. The Commission shall also conduct a study of a transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the regular Army. Pursuant to section 1703(c) of the FY 2015 NDAA, the Commission, not later than February 1, 2016, shall submit to the President and the Congressional defense committees a report setting forth a detailed statement of the findings and conclusions of the Commission as a result of the studies required by Sections 1703(a) and (b) of the FY 2015 NDAA, together with its recommendations for such legislative and administrative actions it considers appropriate in light of the results of the studies.

APPOINTMENT AUTHORITIES: The President of the United States and Congress.

MEMBERSHIP REQUIREMENTS:

BACKGROUND DISCUSSION ON PANEL MEMBERSHIP ISSUES: On June 28, 2011, then-Secretary of Defense Gates approved a new framework and ruleset for managing DoD advisory committees. This was followed by additional changes by then-Deputy Secretary of Defense Carter on June 3, 2012, by Deputy Secretary of Defense Work on October 9, 2014, and the Assistant Deputy Chief Management Officer on October 16, 2014. A summary of these policies is at Appendix A.

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

CURRENT PANEL MEMBERSHIP REQUIREMENTS: The Commission, pursuant to Section 1702(b)(1) of the FY 2015 NDAA, shall be composed of eight members. Unless the Commission's charter stipulates additional or different membership criteria for subcommittee members, the subcommittee members must meet the same membership criteria for the Commission. In making Commission appointments, the FY 2015 NDAA stipulates that consideration should be given to individuals with expertise in national and international security policy and strategy, military forces capability, force structure design, organization, and employment, and reserve forces policy. The Commission's membership shall include:

1. Four individuals appointed by the President;
2. One individual appointed by the Chairman of the Committee on Armed Services of the Senate;
3. One individual appointed by the Ranking Member of the Committee on Armed Services of the Senate;
4. One individual appointed by the Chairman of the Committee on Armed Services of the House of Representatives; and
5. One individual appointed by the Ranking Member of the Committee on Armed Services of the House of Representatives.

Individual members are appointed for the life of the Commission, and the members are not subject to annual renewals because the Commission, established March 20, 2015, terminates May 1, 2016. On April 17, 2015, the Commission membership selected the Commission's Chair and Vice Chair from the total membership. Commission members are appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members.

DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Advisory Committees, Boards, and Commissions (79 FR 47482; August 13, 2014) and the rules and regulations issued by the Office of Government Ethics. As determined by the Designated Federal Officer, none of the individuals appointed to the Commission or being appointed to its subcommittees are registered Federal lobbyists.

PANEL OR SUBCOMMITTEE STAFF REQUIREMENTS: Pursuant to the Commission's authorizing statute, the Chair of the Commission may, without regard to the civil service laws and regulations, appoint and terminate an executive director and such other additional personnel as may be necessary to enable the Commission to perform its duties. The employment of an executive director shall be subject to confirmation by the Commission. These individuals shall not participate in any parent- or subcommittee-level deliberative processes or vote.

AUTHORITY AND USE OF SUBCOMMITTEES: The Commission's charter authorizes the use of subcommittees according to DoD rules and policies which conform to the FACA and 41 C.F.R. §§ 102-3.50 through 102-3.185. Since the Commission's authorizing statute is silent on the establishment

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

of subcommittees, DoD policies and procedures apply. According to Secretary of Defense policy, authority to establish subcommittees and approve terms of reference rests with the Secretary of Defense, the Deputy Secretary of Defense, or the DCMO as the DoD Sponsor.

Based upon the recommendation of the Commission and the Commission's Designated Federal Officer, the ADCMO approved the establishment and utilization of five subcommittees on July 13, 2015. In accordance with the Commission's membership balance plan, subcommittee members must have the same expertise required of the Commission members -- expertise in national and international security policy and strategy, military forces capability, force structure design, organization, and employment, and reserve forces policy. The five subcommittees are:

1. Aviation Subcommittee: Four member subcommittee to conduct a study on the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the regular Army.
2. Drafting Subcommittee: Four member subcommittee to draft the Commission's final report for discussion and consideration by the Commission using information provided to the Commission and based upon previous guidance provided to the subcommittee by the Commission members. .
3. Force Generation Subcommittee: Four member subcommittee to assess Army force generation policies pertaining to current and anticipated Army mission requirements consistent with available resources and anticipated future resources, including policies addressing readiness, training, equipment, personnel, and maintenance of the reserve components.
4. Institutional Subcommittee: Three member subcommittee to assess current and projected security environment, and conduct an analysis of Army Institutional Elements, to include policy assumptions related to the size, force mix, and component mix of the Army
5. Operational Subcommittee: Four member subcommittee to assess current security environment and conduct an analysis of Army operational force structures (combat and service forces for prompt and sustained combat incident to operations on land), to include policy assumptions related to the size and force mixture of the Army.

SUBCOMMITTEE MEMBERSHIP REQUIREMENTS: Pursuant to Secretary of Defense policy, and consistent with Federal regulations, the Secretary of Defense is the appointment authority for all subcommittee members. Such appointments will be done in the same manner as committee member appointments are made within the DoD. Each Commission- and subcommittee-level appointment is considered a separate appointment. The Secretary of Defense, when approving the appointment, determines the term of service. Subcommittee members, with approval of the Secretary of Defense, may serve a term of service not to exceed the life of the Commission.

Subcommittee members, if not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members.

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

Subcommittee members, if full-time or permanent part-time Federal officers or employees, shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee members.

ADDITIONAL DoD APPOINTMENT POLICIES: None.

COMMISSION MEMBERSHIP PROFILE

GENERAL COMMENTS: The Commission must be balanced and conform to the Commission's authorizing statute and charter. Since the Commission appointment authority is not the Secretary of Defense, the DCMO is not responsible for reviewing each individual's resume or curriculum vitae (CV) and attesting that each individual is eminently qualified in one or more areas listed in the Commission's statute and charter. Neither is the ACMO responsible for determining whether the current and proposed membership is balanced and provides a cross-section of those directly affected, interested, and qualified, as appropriate to the nature and functions of the Commission.

The DCMO, in consultation with the appropriate officials, is responsible for reviewing the resumes or CV of each prospective subcommittee member to attest that each individual is eminently qualified in one or more areas listed in the Commission's charter. Similarly, the ACMO determines whether the current and proposed subcommittee membership is balanced and provides a cross-section of those directly affected, interested, and qualified, as appropriate to the nature and functions of the Commission. Pursuant to DoD policy, the ACMO indicates to the Secretary of Defense and the DCMO whether the current and proposed subcommittee member appointments conform to the Commission's charter membership requirements, are consistent with Federal and DoD advisory committee member appointment policies, and require the Secretary of Defense to consider any deviations from policy. Since membership balance is not static, the ACMO must reevaluate the membership balance whenever additional members are nominated to the subcommittee, members leave, or new tasks are assigned.

COMPENSATION: Consistent with Section 1705(a) of the FY 2015 NDAA, each member of the Commission who is not an officer or employee of the Federal Government shall be compensated at a rate not to exceed the daily equivalent of the annual rate of \$155,400, for each day (including travel time) during which such member is engaged in the performance of the duties of the Commission. All members of the Commission who are officers or employees of the United States shall serve without compensation in addition to that received for their services as officers or employees of the United States.

The members of the Commission shall be allowed travel expenses, including per diem in lieu of subsistence, at rates authorized for employees of agencies under subchapter I of chapter 57 of title 5 United States Code, while away from their homes or regular places of business in the performance of services for the Commission.

July 15, 2015: Analysis by the DoD Advisory Committee Management Officer, in consultation with the DoD FACA Attorney.

TAB E
GOVERNANCE & COMPLIANCE ANALYSIS
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

CURRENT AND PROPOSED NATIONAL COMMISSION ON THE FUTURE OF THE ARMY MEMBERSHIP:

1. Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.): Previously approved SGE member appointment as an expert or consultant by the Ranking Member of the Committee of Armed Services of the Senate on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(C) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

Sergeant Major of the Army Chandler's membership began when he was appointed by the Ranking Member Committee of Armed Services of the Senate and is March 18, 2015 thru May 1, 2016, unless terminated by him or the Ranking Member of the Senate Armed Services Committee.

Discussion on Sergeant Major of the Army Chandler's Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve Sergeant Major of the Army Chandler's appointment to the Institutional Subcommittee and the Operational Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated.

Besides his current and pending Commission appointments, Sergeant Major of the Army Chandler does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

2. General Larry R. Ellis, U.S. Army (Ret.): Previously approved SGE member appointment as an expert or consultant by President Obama on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(A) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

General Ellis' membership began when he was appointed by the President and is March 18, 2015 thru May 1, 2016, unless terminated by him or the President.

Discussion on General Ellis' Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve General Ellis's appointment to the Aviation Subcommittee and the Force Generation Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated. Based upon authority delegated to DoD Sponsors, the ADCMO proposes to appoint General Ellis as Chair of the Force Generation Subcommittee. If his leadership appointment is approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Force Generation Subcommittee.

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Besides his current and pending Commission appointments, General Ellis does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

3. The Honorable Robert F. Hale: Previously approved SGE member appointment as an expert or consultant by the Ranking Member of the Committee on the Armed Services of the House of Representatives on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(E) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

The Honorable Hale's membership began when he was appointed by the Ranking Member of the Committee on the Armed Services of the House of Representatives and is March 18, 2015 thru May 1, 2016, unless terminated by him or the Ranking Member of the Committee on the Armed Services of the House of Representatives.

Discussion on the Honorable Hale's Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve the Honorable Hale's appointment to the Aviation Subcommittee and the Force Generation Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated. Based upon authority delegated to DoD Sponsors, the ADCMO proposes to appoint the Honorable Hale as Chair of the Aviation Subcommittee. If his leadership appointment is approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Aviation Subcommittee.

Besides his current and pending Commission appointments, the Honorable Hale does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

4. General Carter F. Ham, U.S. Army (Ret.): Previously approved SGE member appointment as an expert or consultant by the Chairman of the Committee on the Armed Services of the House of Representatives on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(D) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

General Ham's membership began when he was appointed by the Chairman of the Committee on the Armed Services of the House of Representatives and is March 18, 2015 thru May 1, 2016, unless terminated by him or the Chairman of the Committee on the Armed Services of the House of Representatives. Pursuant to section 1702(d) of the FY 2015 NDAA, he was elected as Chair of the Commission by the total Commission membership on April 17, 2015. His leadership term of service began when he was elected by the membership and is April 17, 2015 thru May 1, 2016.

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Discussion on General Ham’s Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve General Ham’s appointment to the Drafting Subcommittee, the Institutional Subcommittee, and the Operational Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated. Based upon authority delegated to DoD Sponsors, the ADCMO proposes to appoint General Ham as Chair of the Drafting Subcommittee. If his leadership appointment is approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Drafting Subcommittee.

Besides his current and pending Commission appointments, General Ham does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

5. The Honorable Kathleen H. Hicks, Ph.D.: Previously approved SGE member appointment as an expert or consultant by President Obama on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(A) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

The Honorable Hicks’ membership began when she was appointed by the President and is March 18, 2015 thru May 1, 2016, unless terminated by her or the President.

Discussion on the Honorable Hicks’ Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve the Honorable Hicks’ appointment to the Drafting Subcommittee and the Operational Subcommittee.

If approved, her terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated. Based upon authority delegated to DoD Sponsors, the ADCMO proposes to appoint the Honorable Hicks as Chair of the Operational Subcommittee. If her leadership appointment is approved, her term of service begins upon certification and runs concurrent with her membership appointment to the Operational Subcommittee.

Besides her current and pending Commission appointments, the Honorable Hicks does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

6. The Honorable Thomas R. Lamont: Previously approved SGE member appointment as an expert or consultant by President Obama on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(A) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

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The Honorable Lamont's membership began when he was appointed by the President and is March 18, 2015 thru May 1, 2016, unless terminated by him or the President. Pursuant to section 1702(d) of the FY 2015 NDAA, he was elected as Vice Chair of the Commission by the total membership on April 17, 2015. His leadership term of service began when he was elected by the membership and is April 17, 2015 thru May 1, 2016.

Discussion on the Honorable Lamont's Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve the Honorable Lamont's appointment to the Aviation Subcommittee, the Drafting Subcommittee, and the Force Generation Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated.

Besides his current and pending Commission appointments, the Honorable Lamont does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

7. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): Previously approved SGE member appointment as an expert or consultant by President Obama on March 18, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(A) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

General Stultz's membership began when he was appointed by the President and is March 18, 2015 thru May 1, 2016, unless terminated by him or the President.

Discussion on General Stultz's Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve General Stultz's appointment to the Drafting Subcommittee, the Institutional Subcommittee, and the Operational Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated. Based upon authority delegated to DoD Sponsors, the ADCMO proposes to appoint General Stultz as Chair of the Institutional Subcommittee. If his leadership appointment is approved, his term of service begins upon certification and runs concurrent with his membership appointment to the Institutional Subcommittee.

Besides his current and pending Commission appointments, General Stultz does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

8. General James D. Thurman, U.S. Army (Ret.): Previously approved SGE member appointment as an expert or consultant by the Chairman of the Committee of Armed Services of the Senate on February 24, 2015, pursuant to 5 U.S.C. § 3109 and in accordance with section 1702(b)(1)(B) of the FY 2015 NDAA to serve a term of service not to exceed May 1, 2016, to the Commission.

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General Thurman's membership began when he was appointed by the Chairman of the Committee of Armed Services of the Senate and is February 24, 2015 thru May 1, 2016, unless terminated by him or the Chairman of the Committee of Armed Services of the Senate.

Discussion on General Thurman's Subcommittee Appointments: The ADCMO requests the Deputy Secretary of Defense approve General Thurman's appointment to the Aviation Subcommittee and the Force Generation Subcommittee.

If approved, his terms of service begin upon certification by the ADCMO and expire no later than May 1, 2016, when the subcommittees are terminated.

Besides his current and pending Commission appointments, General Thurman does not serve on any other DoD advisory committees. **ACTION PENDING: None.**

COMMISSION MEMBER DEPARTURES: None.

CURRENT AND PROPOSED SUBCOMMITTEE MEMBERSHIP:

Aviation Subcommittee:

1. General Larry R. Ellis, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Aviation Subcommittee.

General Ellis is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Ellis' appointment to the Aviation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

2. The Honorable Robert F. Hale: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Aviation Subcommittee as a member and Chair.

The Honorable Hale is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Hale's appointment to the Aviation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

Based upon authority delegated to DoD Sponsors to approve the leadership appointment of an individual previously appointed to a committee or subcommittee, the ADCMO proposes to appoint

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the Honorable Hale as Chair of the Aviation Subcommittee. If approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Aviation Subcommittee.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed, ADCMO Administrative Certification, and ADCMO Approval of Leadership Appointment.**

3. The Honorable Thomas R. Lamont: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Aviation Subcommittee.

The Honorable Lamont is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Lamont’s appointment to the Aviation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

4. General James D. Thurman, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Aviation Subcommittee.

General Thurman is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Thurman’s appointment to the Aviation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

Drafting Subcommittee:

1. General Carter F. Ham, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Drafting Subcommittee as a member and Chair.

General Ham is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Ham’s appointment to the Drafting Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

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Based upon authority delegated to DoD Sponsors to approve the leadership appointment of an individual previously appointed to a committee or subcommittee, the ADCMO proposes to appoint General Ham as Chair of the Drafting Subcommittee. If approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Drafting Subcommittee.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed, ADCMO Administrative Certification, and ADCMO Approval of Leadership Appointment.**

2. The Honorable Kathleen H. Hicks, Ph.D.: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Drafting Subcommittee.

The Honorable Hicks is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Hicks’ appointment to the Drafting Subcommittee. If approved, her term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of her Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

3. The Honorable Thomas R. Lamont: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Drafting Subcommittee.

The Honorable Lamont is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Lamont’s appointment to the Drafting Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

4. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Drafting Subcommittee.

General Stultz is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Stultz’s appointment to the Drafting Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

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A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

Force Generation Subcommittee:

1. General Larry R. Ellis, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Force Generation Subcommittee as a member and Chair.

General Ellis is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Ellis’ appointment to the Force Generation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

Based upon authority delegated to DoD Sponsors to approve the leadership appointment of an individual previously appointed to a committee or subcommittee, the ADCMO proposes to appoint General Ellis as Chair of the Force Generation Subcommittee. If approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Force Generation Subcommittee.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed, ADCMO Administrative Certification, and ADCMO Approval of Leadership Appointment.**

2. The Honorable Robert F. Hale: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Force Generation Subcommittee

The Honorable Hale is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Hale’s appointment to the Force Generation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

3. The Honorable Thomas R. Lamont: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Force Generation Subcommittee.

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The Honorable Lamont is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Lamont's appointment to the Force Generation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

4. General James D. Thurman, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Force Generation Subcommittee.

General Thurman is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Thurman's appointment to the Force Generation Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

Institutional Subcommittee:

1. Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Institutional Subcommittee.

Sergeant Major of the Army Chandler is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve Sergeant Major of the Army Chandler's appointment to the Institutional Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

2. General Carter F. Ham, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Institutional Subcommittee.

General Ham is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Ham's appointment to the Institutional Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

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A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

3. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Institutional Subcommittee as a member and Chair.

General Stultz is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Stultz’s appointment to the Institutional Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

Based upon authority delegated to DoD Sponsors to approve the leadership appointment of an individual previously appointed to a committee or subcommittee, the ADCMO proposes to appoint General Stultz as Chair of the Institutional Subcommittee. If approved, his leadership term of service begins upon certification and runs concurrent with his membership appointment to the Institutional Subcommittee.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed, ADCMO Administrative Certification, and ADCMO Approval of Leadership Appointment.**

Operational Subcommittee:

1. Sergeant Major of the Army Raymond F. Chandler, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Operational Subcommittee.

Sergeant Major of the Army Chandler is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve Sergeant Major of the Army Chandler’s appointment to the Operational Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the “Current and Proposed Commission Membership” section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

2. General Carter F. Ham, U.S. Army (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Operational Subcommittee.

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General Ham is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Ham's appointment to the Operational Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

3. The Honorable Kathleen H. Hicks, Ph.D.: New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Operational Subcommittee as a member and Chair.

The Honorable Hicks is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve the Honorable Hicks' appointment to the Force Generation Subcommittee. If approved, her term of service will begin upon certification of the appointment by the ADCMO.

Based upon authority delegated to DoD Sponsors to approve the leadership appointment of an individual previously appointed to a committee or subcommittee, the ADCMO proposes to appoint the Honorable Hicks as Chair of the Operational Subcommittee. If approved, her leadership term of service begins upon certification and runs concurrent with her membership appointment to the Operational Subcommittee.

A full discussion of her Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed, ADCMO Administrative Certification, and ADCMO Approval of Leadership Appointment.**

4. Lieutenant General Jack C. Stultz, U.S. Army Reserve (Ret.): New appointment as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member for a term of service not to exceed May 1, 2016, to the Operational Subcommittee.

General Stultz is appointed to the Commission. The ADCMO requests the Deputy Secretary of Defense approve General Stultz's appointment to the Operational Subcommittee. If approved, his term of service will begin upon certification of the appointment by the ADCMO.

A full discussion of his Commission appointments is described in the "Current and Proposed Commission Membership" section of this analysis. **ACTION PENDING: Deputy Secretary of Defense Authorization to Proceed and ADCMO Administrative Certification.**

SUBCOMMITTEE MEMBER DEPARTURES: None.

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APPENDIX A
SUMMARY OF SECRETARY OF DEFENSE AND DEPUTY SECRETARY OF DEFENSE POLICIES

- A. Program Management: Unless otherwise directed by the Secretary of Defense or the Deputy Secretary of Defense, the Deputy Chief Management Officer (DCMO), with the exception of approving the appointment of individuals to serve on advisory committees or subcommittees, exercises all of the Secretary's statutory and regulatory authorities as outlined in 5 U.S.C., Appendix and 41 C.F.R. §§ 102-3.5 through 102-3.185, and will exercise authority, control and direction over the Department of Defense (DoD) Advisory Committee Management Program. The DCMO may re-delegate these authorities, as appropriate and in writing, but no lower than the Advisory Committee Management Officer.
1. The DCMO will promulgate uniform DoD-wide policies and procedures, to include assigning administrative duties or responsibilities to relevant DoD or Office of the Secretary of Defense (OSD) Component Heads, as they pertain to the Department's Advisory Committee Management Program.
 2. All DoD advisory committees and subcommittees, subject to statutory and regulatory restrictions, shall be open, transparent, and conform to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other governing statutes and regulations.
- B. Establishing Advisory Committees: DoD or OSD Component Heads will not establish any advisory committee, regardless of its title, consisting of individuals who are not full-time or permanent part-time Federal employees without written authority from the DCMO.
1. Authority to establish subcommittees rests solely with the Secretary of Defense, the Deputy Secretary of Defense, or the committee's Sponsor. The size and duration of subcommittees will be kept to the minimum necessary to meet DoD requirements.
 2. All committee and subcommittee work shall be in response to written tasks or terms of reference from the Secretary of Defense, the Deputy Secretary of Defense, or the committee's Sponsor. Committee recommendations or advice must be actionable and measurable by DoD, and Sponsors must provide written feedback on all committee recommendations and advice.
- C. Member Appointments: Only the Secretary of Defense or the Deputy Secretary of Defense has authority to appoint or invite individuals to serve on any DoD committee or subcommittee, unless otherwise directed by statute or Presidential directive.
1. To ensure reasonable and efficient operation of committees, only the minimum number of committee and subcommittee members required for the proper cross-section of viewpoints to be represented and functions to be performed shall be appointed. DoD's goal is to appoint no more than 20 individuals to any one committee or 15 individuals to any one subcommittee.
 2. Members are appointed to a specific advisory committee or subcommittee for a term of service from one-to-four years, with annual renewals. The DCMO, on behalf of the Secretary

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of Defense, may administratively certify the annual renewals for all committee and subcommittee member appointments.

3. Committee members will not serve more than two consecutive terms of service on any particular committee nor serve on more than two committees at any one time, unless otherwise directed by statute or Presidential directive, or approved by the Secretary of Defense or Deputy Secretary of Defense.
4. To obtain the most timely and responsive committee advice, the Secretary of Defense's goal is to conclude all internal DoD appointment processes, from appointment approval to in-boarding of members, within 30 calendar days.
5. Sponsors are delegated the authority to administratively certify in writing the appointment of subcommittee members provided the individual concerned is currently appointed to the parent committee or another DoD advisory committee. This authority may be further delegated by the sponsor in writing, but no lower than the Sponsor's principal deputy.
6. Sponsors are delegated authority to appoint the committee or subcommittee leadership from among the respective Secretary of Defense- or Deputy Secretary of Defense-approved committee or subcommittee membership unless otherwise directed by statute, Presidential directive or determination by the Secretary of Defense or the Deputy Secretary of Defense. This authority may be further delegated by the Sponsor in writing, but no lower than the three-star or equivalent level, provided the designee is not a member of the committee or subcommittee in question.