



National Commission on the Future of the Army
2530 Crystal Drive, Zachary Taylor Building, Suite 5000
Arlington, VA 22202

Subject: National Commission on the Future of the Army (NCFA) Closed Meeting, September 16, 2015, Unclassified Minutes

Attendees:

Chairman – GEN. Carter F. Ham (USA, Ret)
Vice Chairman – HON. Thomas R. Lamont (ARNGUS, Ret)
Member – GEN. James D. Thurman (USA, Ret)
Member – GEN. Larry R. Ellis (USA, Ret)
Member – LTG Jack C. Stultz (USA, Ret)
Member – HON. Robert F. Hale (Former USD Comptroller)
Member – HON. Kathleen H. Hicks (Former PDUSD Policy)
Member – SMA Raymond F. Chandler (USA, Ret)
Designated Federal Officer (DFO) – Mr. Donald C. Tison

Executive Director MG Ray Carpenter (ARNGUS, RET)
Staff Director Mr. Rickey Smith
Center for Army Analysis Dr. Steve Stoddard, Tucker Hughes
Institute for Defense Analyses Dr. Kathy Conley

NCFA Staff:

Jim Boatner	COL Rich Miller
Scott Sharp	Kerry Schindler
LTC Steve Pierce	Jason Southerland
LTC Greg Hartvigsen	COL Kelly Peters
MAJ Ben Fernandes	COL Kurt Weinand
Greg Johnson	Cherie Emerson
Johnny Thomas	LTC Tim Palmer

Documents provided to Commission: Center for Army Analysis (CAA) Briefing titled 'Balancing Cost and Availability' (classified).

Agenda:

Call to order at 1330 hours.

Chair made introductory remarks explaining sequence of discussions for the meeting. DFO discussed the meeting procedures and explained the Federal Advisory Committee Act (FACA) and applicable policies.

Commissioner Hale, the Aviation Subcommittee Chair, provided an update on the Subcommittee's work to date. He explained the AH-64 Apache aircraft numbers within

the Aviation Restructuring Initiative (ARI), the NGB proposal, and other options under a feasibility review. The feasibility review includes classified force sufficiency analysis.

The Commissioners and NCFA Staff discussed information presented in previous Commission and Subcommittee meetings and asked questions of Commissioner Hale. The update concluded with a review of a slide titled "Aviation Subcommittee Criteria for Assessing Alternatives" that the Subcommittee Chair used to update the full Commission during the open meeting on September 17, 2015.

At 1500 hours, Dr. Stoddard and Mr. Hughes from CAA presented findings from their resource-informed force structure analysis using the isocost model. This CAA model is an adaptation from a model developed for the National Commission on the Structure of the Air Force. The adapted version combines plausible future demands for forces and availability policies to determine what inventory mixes could meet the demands. Among mixes that could meet the demands, units are further sorted by comparing equal-cost (i.e. isocost) mixes of Regular Army and Reserve Component units of same type to determine the lowest average annual cost mix that can meet the demands. Summary data from the analysis of individual unit types was then used to consider potential trades between different types of units and different components.

The methodology allows for like-cost comparisons of the ability of various force structure alternatives to satisfy potential demands. One important unclassified analytic finding is that, as a result of past 'cost-informed' force structure decisions, the Army is already accepting substantial risk in force size, unit inventory and force mix and that this risk is not evenly spread across maneuver and support units. See classified summary for additional details.

At 1550 hours, the NCFA Staff discussed the intent and agenda for the comprehensive analytic review (CAR) with the Commissioners. The staff proposed structuring the CAR around operating force; generating force; and the transients, trainees, holdees, and students (TTHS) account. Aviation units would be a subset of the operating force discussion. The CAR will be conducted as a closed meeting due to classified material and hosted at the Institute for Defense Analyses (IDA) on 15 and 16 October 2015.

Meeting adjourned at approximately 1625 hours.