



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) Minutes from Engagement – 16 September 2015, Drafting Subcommittee

Date: 16 September 2015

Time: 1630 – 1715 hours

Location: NCFA Headquarters, Taylor Building, Crystal City, VA.

Format: Subcommittee Meeting

Attendees:

GEN Carter Ham – Commission Chairman
Hon. Kathleen Hicks – Commissioner
Hon. Thomas Lamont – Commission Vice Chairman
LTG(R) Jack Stultz - Commissioner

MG(R) Ray Carpenter – NCFA Staff, Executive Director
Mr. Rickey Smith – NCFA Staff, Staff Director
COL Shane Story – NCFA Staff Historian
LTC Tim Palmer – NCFA Staff Analyst
MAJ Benjamin Fernandes – NCFA Staff
Mr. Scott Sharp – NCFA Staff Analyst
Mr. Eric Minton – NCFA Staff Editor
Ms. Laurel Moran – NCFA Graphic Artist

Mr. Donald Tison – Designated Federal Officer (DFO)
Mr. Mark von Heeringen – Subcommittee Designated Federal Officer

Documents Submitted to Commission:

None during this session

Meeting Summary

Commissioners comprising the Drafting Subcommittee and NCFA Staff met for about forty-five minutes to discuss the potential way ahead and plans for drafting the NCFA Report. Key threads of the discussion included the following:

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The engagement began at 1630 hours with the DFO discussing the applicable Federal Advisory Committee Act (FACA) provisions with the Commission.

Commissioners and staff discussed the emerging timeline for producing a completed final report in time for the 1 FEB 16 deadline to include lead times for enabling a security review prior to publishing and an opportunity for all eight Commissioners to review, edit, and approve the report. While preferable to have the full report for these activities, the staff editor suggested an alternative could include reviewing the text and follow with graphics at a later point.

The group elected to present a very broad calendar to the entire Commission at the following day's open meeting to provide the key elements of timing from this meeting to report publication.

Discussion then turned to broad areas of report content such as color themes and voicing, where the Commissioners found they did not want the report resembling an Army field manual with typical olive green and muted browns or tan. They also indicated a desire to see the tone of the report reflect as much objective neutrality as possible – e.g., one Commissioner intoned the report should read like it is “about the Army” rather than “from the Army.” The staff editor reminded the Commissioners that other than the initial portion of the report, which attempts to broadly answer the question of why the Nation needs an Army, the material in the report would originate with the Commission and inherently be written in its voice.

The Commissioners directed the staff to explore the feasibility of a senior level review within the Drafting subcommittee for the draft report. The Commissioners felt this might help with tone and readability. Suggestion was to consider three to five past senior leaders, former Army Service Chiefs, Congressional leaders, or the like would be appropriate.

The Commissioners decided that the members of this subcommittee would write the main text of the report. The subcommittee assigned each of its members chapters for which they would serve as the lead writer. The subcommittee then tasked the Executive Director and editor to assign two staff members per chapter who would help develop writing outlines and serve as resource channels for the Commissioner assigned a chapter. The editor will manage the individual chapter writing process under the supervisor of the Executive Director.

The Commissioners also discussed the “hub and spoke” method of getting inputs and edits from all eight Commissioners while remaining FACA compliant. The editor, under the supervision of the Executive Director and Staff Director, is to provide each of the eight Commissioners with a draft report, and then receive and process comments, questions, and edits from individual Commissioners. After consolidating, the editor will provide the new version of the report back to the Subcommittee for further review and edits.

The meeting adjourned at 1715 hours.