

Proposals organized by working

1. Why the Nation Has an Army

xx. Sustain the All-Volunteer Army.

2. Commission Mission

xx. Congress should revise the Federal Advisory Committee Act to adopt current information sharing and transparency tools (e.g. use web-based reading room, use committee website vice GSA database, etc.).

3. Assessing Risk

xx. Do not reduce the Army end strength below 980K.

1. In terms of finding a proper investment balance between structure, modernization, and readiness, America's Army over the last fourteen years has risen to the challenge of meeting current demands largely at the expense of modernization. The largest and most concerning modernization shortfalls in the future threat environment are short range Air Defense Artillery (ADA), Chemical Biological, Radiological, and Nuclear (CBRN), and Field Artillery. The Army must reassess the risk it is assuming in these areas as highlighted below. The commission believes the Army has appropriately placed readiness as their number one priority but requires additional resourcing emphasis on tactical mobility.

2. Based upon the Office of the Secretary of Defense (OSD) policy on determining size and shape as laid out in the Defense Planning Guidance, the Total Army is generally capable of meeting the demand placed by approved scenarios, albeit outside currently established rotational policies and with risk in several areas. Previous resourcing and threat assumptions making an Army of 980k acceptable have substantially changed. Army resourcing has declined and threats have become greater than previously assumed. A Total Army of 980k Soldiers is marginally adequate so long as the Reserve Components can be mobilized at a 1:4 Mobilization-to-dwell ratio when necessary. Even with full access to all components, this size only provides limited ability to react to unforeseen circumstances. Given the emerging world environment, this 980k Total Army force lacks some key capabilities, capacity, as well as the flexibility to meet or deter some of the potential threats. To that end, any recommendations or identification of potential end strength off-sets (bill payers) by the Commission are merely an attempt to identify, within that 980k Total Army end strength while executing the OSD scenario, the least risky off-set. Any growth in capacity without an equivalent off-set would require an increase in Army end strength.

4. Budget Environment

xx. Congress increase the Army's budget to at least the FY16 Presidential Budget request level due to significant threats to national security.

xx. Use activity based costing as the preferred method for estimating cost by determining a current per capita (per person, per mile, etc) cost and applying that cost to a future population or level of activity. Activity based costing includes the fully burdened cost of personnel for a given activity.

xx. Congress provide more flexibility for transferring funds for modernization between Operations and Maintenance (sustainment), Research and Development, and Procurement funds are fungible without congressional notification.

In the current and project security environments, change happens rapidly. Giving the Army flexibility for transferring funds provides the ability to respond more quickly to these rapid changes.

xx. Congress provide more flexibility for waiving the Berry Amendment restrictions on DOD from using funds appropriated or otherwise available to DOD for procurement of food, clothing, fabrics, fibers, yarns, other made-up textiles, and hand or measuring tools that are not grown, reprocessed, reused, or produced in the United States.
[use running shoe vignette]

~~xx. Congress enact Military Compensation Modernization Commission recommendations to generate \$XX Review Health Care....~~

xx. Congress consider authorize DOD to close or realign facilities.

5. Managing the Army

xx. SEC ARMY create/enforce policy to ease transition of Soldiers between Components.

xx. Congress, OSD, and Army support and adequately fund Integrated Personnel & Pay System-Army (IPSS-A) in FY16 and beyond to maintain the program's current schedule. [Army needs one personnel and one pay system].

xx. SEC ARMY develop promotion policy that incentivizes Regular Army, ARNG, and USAR assignments with other components or within multi-component units.

xx. Army conduct "top to bottom" review of the Individual Read Reserve (IRR) program and make adjustments to ensure compliance with law.

xx. Army rescind 22 Feb 06 memo "Individual Ready Reserve Transformation"

xx. Congress amend 10 USC 10205 to authorize the SECDEF to coordinate with other federal agencies and obtain updated contact information on IRR Soldiers from those agencies.

xx. Congress amend 10 USC 10205 to authorize a virtual muster for IRR Soldiers that does not include a physical examination or review.

xx. SEC ARMY reauthorize the Active First Program. This program operated between 2007 and 2011 and over 4900 individuals assessed into the Army through the program. Through this program, ARNG recruiters offered Active Duty contracts to individuals who then agreed to a Selected Reserve tour in the ARNG (unless they elected to re-enlist in the Regular Army). [Make into an example/call out]

xx. Congress should authorize and direct SEC ARMY to establish a significant pilot program in which recruiters from all three components are authorized to recruit individuals into any of the components and receive credit for an enlistee regardless of the component (acknowledging that only a state National Guard member can enlist an individual into that state's National Guard).

- Congress should specifically authorize this "notwithstanding any other laws" in order to avoid potential fiscal law concerns.
- ~~Include a provision in which Regular Army recruiters are authorized to join a state Army National Guard in a dual-status in order to be authorized to recruit individuals into a state Army National Guard.~~

- Direct SEC ARMY to conduct an 18-month pilot program and, at the end of the pilot, present a report to Congress with the results of the pilot and recommendations as to whether to make the temporary authorities permanent. [Give some benchmarks, parameters]

xx. Congress should authorize, and SEC ARMY direct, consolidating the marketing function for all three components under the authority of the Army Marketing Research Group (AMRG).

xx. Conduct an end-to-end review of the Total Army School System to identify efficiencies in schools, link doctrine to courses, and reduce publications. Provide report to Congress on XXX timeline. [think about broader language]

- Examine true regionalization of the Army's school system.
- Consolidate the infrastructure where efficiencies can be gained.
- Acknowledge unused capacity, explain need to retain for Army expansion or eliminate the unused capacity.

xx. Adopt a single name for the Army's school system – “The Army School System”. Eliminate the One Army School System (OASS) label.

xx. Accelerate implementing the concept currently called OASS and incorporate functional training courses in the next phase.

[Identify some good and bad examples of RTIs]

xx. Congress should enact the recommendations by the Military Compensation and Retirement Modernization Commission and National Commission on the Structure of the Air Force to consolidate the over 30 reserve duty statuses into six broad duty statuses.

xx. Transition AGR positions into Regular Army positions.

xx. Congress should enact legislation to allow the Secretary of the Army to assign of Regular Army Officers and Enlisted Soldiers to Army National Guard Positions to execute Full-Time Support Functions including taking the State or Territory Oaths of Office without prejudice to their Federal standing.

Recraft as less directive

6. Evaluating Structures

9. Because of the large number of changes to **force structure** over the last decade, the Army has had difficulty in the integration of those changes in doctrine or war plans. This makes assessing fully if, or where, shortfalls in capability, responsiveness, or capacity exist. Accordingly:

a.) Army assist the COCOMs/ASCCs with integration into their strategic planning process. (Army pushing force structure updates, ?dynamic process? etc.)

b.) COCOMs/ASCCs update all war plans with current / programed force structure and doctrine and establish a process to ensure routine war plan and TPFDD

updates into the future (at a minimum of once every two years, with updated Force List/Level 6 detail). [Add Classified Annex portion]

xx. The Army consider expanding the use of MCU to achieve total force integration and increase readiness.

The Army should pursue multicomponent structures for various mission sets, such as cyber security, medical, and other specialties, where leveraging civilian sector skills and experience could enhance operational efficacy.

12. Multi-Component unit design is not the only means of achieving Total Force integration. Multi-component units are an option to foster integration and should not be focused on achieving AC end strength savings. The Army should employ every tool at its disposal to assist in integration among the components and foster a healthy enduring total Army culture. The Army should explore several personnel assignment options to better educate individuals and create a pilot reciprocal "Exchange" program between the Active and Reserve Components personnel.

xx. Aviation option 3.

xx. Army develop a substantial pilot program to test multi-component aviation unit approaches. Set deadlines for implementing the pilot program including completion of detailed design within one year after publication of the report and full implementation of the pilot program within one year after completion of the design work.

xx. Retain Forward stationed Combat Aviation Brigade (CAB) in Korea.

xx. Forward station an operational aviation mission command element in Europe.

xx. Forward station ABCT in Europe.

xx. Ensure the ability to provide operational mission command in proportion to mission requirements, likely unique for each COCOM. Force reductions to headquarters should be done in close coordination with COCOM/ASCC commanders. [call out box with particulars, 8th Army & WMD]

4. Consider reduction of up to two Active Component (AC) Infantry Brigade Combat Teams (IBCTs) as end-strength bill payers for growth associated with requirements to meet readiness (AC shortfalls due to short-notice war plan requirements) and capacity demands, as described below. These IBCTs could be used to provide equipment for additional prepositioned equipment sets or as the environment continues to change, equipment for expansibility.

[Language tying round-out/MCU with this.]

5. Army review and provide the Senate Armed Services (SASC) Airland Subcommittee and HASC Tactical Air and Land Forces Subcommittee with proposed adjustments / rebalances to ensure unimpeded, rapid access prior to declaration of national emergency and to meet the shortfalls in current accessibility (increase AC inventory, readiness levels or stationing posture) and capacity issues (increase to the Army inventory; Component non-specific) in the following areas: [Prioritize]

a.) Full 11th CAB

Rotating aviation capabilities creates unnecessary stress on aviation structure and should be terminated. The Army should consider forward stationing a Combat Aviation Brigade (CAB) in Korea and the appropriate aviation assets in Europe to eliminate the need to rotate these limited assets. Evaluate and report on the capacity of AH-64 equipped Attack Reconnaissance Battalion (ARB).

f.) Evaluate and report on the capacity and responsiveness of Air Defense Artillery (ADA) and the capability of Short Range ADA to meet existing and emerging threats. Provide the status of solutions to shortfalls and potential COTS solutions. [include GMD and NCR mission]

b.) Evaluate and report on the capacity and modernization of Chemical, Biological, Radiological, and Nuclear (CBRN) capabilities as it relates to homeland missions as well as meeting war plan needs.

BREAK Point – different types of mitigators. Early arrivers should be above the line.

c.) Evaluate and report on the capacity, responsiveness, and modernization of the Field Artillery capabilities and the changes in doctrine and war plans as it relates to changes resulting to U.S. participation in the Cluster Munitions ban.

d.) Evaluate and report on the capacity and responsiveness of Quartermaster Fuel and water purification.

e.) Evaluate and report on the capacity of Military Police capabilities.

g.) Evaluate and report on the capacity, responsiveness, and modernization of Army watercraft and other port opening capabilities.

6. Army relook the sourcing solution for GMD and NCR ADA mission sets with AC capabilities / personnel. [Link to recommendation for SHORAD expansion & early deployer, would allow for the utilization of active forces]

13. Joint Staff and OSD oversee the modeling of alternative concepts to include the Reconnaissance Strike Group to determine the validity of the Army proceeding with a pilot program and report your findings to the SASC Airland Subcommittee and HASC Tactical Air and Land Forces Subcommittee.

7. Force Generation

xx. Take corrective action to mitigate the strategic mobility shortfall for ground forces forecasted for 2023 (sea, rail, and heavy lift trucks).

xx. Revise SEC DEF Jan 19, 2007 memo, "Utilization of the Total Force," to change the planning goal for involuntary mobilization of Guard/ Reserve units to one year mobilized to four years demobilized (M2D 1:4).

xx. Revise SEC DEF Jan 19, 2007 memo, "Utilization of the Total Force," to adjust involuntary mobilization time to more than or less than twelve months as needed to achieve the same operational deployment period (aka BOG) for all Army Components.

xx. Plan ARNG and USAR force structure at M2D 1:4 goal.

xx. Expand OCO rules to include "unnamed operations" such as Atlantic Resolve. The expansion of OCO funding for unnamed operations will allow greater Reserve Component employment across all geographic Combatant Commands. [redo]

xx. Increase Army funding to approximately 3000 man years annually for 12304(b) utilization of the Reserve Components.

xx. Expand 12304b authority to include operational requirements that emerge within the programmed budget timeline. This modification must also include adjustment for use of “year of execution” funding to support RC employment.

xx. Allow First Army three-star commander, two-star deputy commanders, and two-star Division commander positions as multi-component positions where officers from all components rotate through the positions under FORSCOM to control pre- and post- mobilization training.

xx. Resource First Army’s AGR positions from ARNG and USAR at the aggregate manning level provided for each Component.

xx. Reduce mandatory training prescribed in AR 350-1.

- Implement the 2015 Army Training and Leader Development Conference recommendations by the end of FY 16.
- Reduce the number of mandatory training requirements by half and move the reduced tasks to local command policy per AR 600-20.
- Develop formal process for approving adding any mandatory training tasks. Review existing mandatory training requirements annually for retention or deletion.
- Charter the Training General Officer Steering Committee (TGOSC) to provide a viable governance entity to approve all Army and CCDR mandatory training requirements and the addition of any item to the list.
- Change the Reserve Component’s mandatory training requirements for annual to a two-year cycle.
- Codify every mandatory training requirement with a task, condition and standard, Training and Evaluation Outline, and lesson plan. Make this information accessible to all Components through the Army Training Network.
- Delegate mandatory training exception approval authority to the two-star Commanders.
- Abandon the administrative task for 100% individual training record accountability for mandatory training.
- Compensate Reserve Component Soldiers for using the Electronics Based Distance Learning (EBDL) system to complete mandatory training requirements on line on their own time.
- Rewrite AR 350-1 and establish a consolidated repository for training requirements.

xx. Implement the Army’s revised methodology for assessing the progression of training readiness, Objective – T, and revise readiness reporting using the additional quantifiable criteria.

xx. Increase from 2 to 4 annual rotations for ARNG BCTs at CTC beginning FY 17.

xx. Provide a Pre-deployment Training Equipment (PDTE) set to Ft. Bliss for MFGI role.

xx. Develop an Army Mobilization Plan reflecting MFGI methodology, home station mobilization option(s), and lessons learned from past decade in order to be prepared for future contingency and large mobilizations requirements.

xx. As recommended in QDR 14, OSD should conduct a comprehensive review of the Nation's ability to mobilize its existing reserves as well as its preparedness for the potential of national mobilization.

- xx. Incorporate all State Partnership Program activities and Army institutional requirements into FORSCOM ARFORGEN Synchronization Tool (AST) automated system.
- xx. Incorporate Global Theater Security Cooperation Management Information System (G-TSCMIS) into Global Force Management (GFM) system or eliminate.

xx. Develop by end of FY 17 the Army plan for expansion, including maintaining a running estimate for long lead equipment production/modification and personnel accession/training for anticipated capability shortfalls that occur after reorganization and mobilization.

- address each of the statutory Department of the Army functions as articulated in 10 U.S. Code § 3013.
- Examine and report annually to SEC DEF on the necessary requirements to expand Army's capacity.

xx. SECDEF incorporate in defense planning and fiscal guidance the analysis of Army expansion requirements for force-sizing and capability mix analyses.

- This guidance would give priority to the retention of expansion-required leaders, infrastructure, and materiel in the defense budget and program.

8. Allocation of Guard

xx. Revise Army and National Guard Bureau regulations for allocating Army National Guard personnel and force structure. Retain the SEC ARMY as final approval authority.

- Clarify the authorities of the Director, Army National Guard and the Chief, National Guard Bureau with written delegation of authority from the Chief, National Guard Bureau to the Director, Army National Guard
- Do not require a state governor's approval beyond what is required by statute.

xx. Codify in regulation the current processes within Total Army Analysis applied within NGB to allocate changes to personnel and force structures in the States and territories

- There is currently no regulation that officially codifies the Army's process.
- Ensure the new regulation directs that member of the staff from the Assistant Secretary, Manpower and Reserve Affairs and the Army G-3, Force Management are members of the NGB board as observers.

9. Apache Transfer

xx. Adopt Option #3

Aviation proposals at higher budget levels in priority order.

1. Retain eleven CABs in the Regular Army. Maintaining eleven CABs constitutes the highest-priority if additional funds can be made available for aviation forces.
2. Increase flying hours 2 hours per pilot per month in both the Regular Army and Reserve Components available for peacetime training. The current level of flying hours for the Regular Army is about 11 hours per pilot per month and for the Reserve Components is about 6 hours per pilot per month.
3. Execute a more aggressive modernization program for Army aviation.

- At a minimum, offset any reductions to the Black Hawk modernization program discussed as part of Option #3
- Accelerate Black Hawk modernization.
- Buy more Apache helicopters, thereby avoiding the need to equip National Guard battalions with only 18 aircraft.
- Consider a program to develop a future armed reconnaissance helicopter.

10. Policy & Legislation

Appendices

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