

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 – 9 July 2015, Meeting with the Command Team Fort Hood, Texas (Group 1)

Date: 9 July 2015

Time: 0800 – 1220 hrs

Location: III Corps Headquarters Building 1001

Format: Commissioners meeting with III Corps and subordinate Commanders followed by movement to a range complex

Attendees:

Commissioner Thomas Lamont
Commissioner Katherine Hicks
Commissioner Jack Stultz
MG Raymond Carpenter – NCFA Staff
COL Kristen Dixon – NCFA Staff
LTC Timothy Palmer – NCFA Staff
Mr. Donald Tison – Designated Federal Officer (DFO)
III Corps Commander: LTG MacFarland
1st Cavalry Division Commander: MG Bills
1st Brigade Combat Team Commander: COL DiGiambattista
3rd Armored Cavalry Regiment Commander: COL Cantlon
III Corps Chief of Staff: COL Markert
310th Expeditionary Sustainment Command Commander: BG Dillard
4th Expeditionary Sustainment Command Commander: BG Jones
Fort Hood Mobilization Brigade Commander: COL Beaudoin
2-12 Cavalry Battalion Commander LTC Rockefeller

Documents Submitted to Commission: (1) 310th ESC Command Brief, (2) 4th ESC Command Brief

At 0800hrs, the DFO and Commissioner Lamont provided opening remarks and introductions. The DFO discussed the applicability of the Federal Advisory Committee Act to all the discussions for the day.

The first speaker was III Corps Commander, LTG MacFarland. He discussed armored force composition of the Total Army as nine AC Armored Brigade Combat Teams (ABCTs) and seven ARNG ABCTs with one ARNG ABCT scheduled to convert to Stryker soon. His key points:

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- a) The high demand for ABCTs: Rotating forces to Europe, CENTCOM, and Korea with one at Fort Bliss conducting RDT&E for Army Test and Evaluation Command and Training and Doctrine Command
- b) Recommended a Stryker BCT for the Test Brigade instead of Armored BCT
 - i) Test Brigade uses ~1,000 tank miles a year.
 - ii) Normal Combat Training Center (CTC) rotation is 400 miles
 - iii) ABCT normally resourced at ~600 miles/yr.
 - iv) Would give a BOG/Dwell for AC ABCTs of exactly 1:2.
 - v) Allows for a 1:1 alignment with RC BCTs
- c) 1st Cav Div current demand; 3 CTCs, Sinai, Guantanamo Bay Naval Base Security Force (GTMO SECFOR) and Div HQ for OEF in last year.
- d) Command cutting Div/Corps HQs by 20-25% while OPTEMPO is high.
 - i) Have some RC augmentees in HQs but they must be full-time.
 - (1) Need Full Time Equivalent (FTE) for 1 year mobilization
 - (2) Can't have different group of staff for train-up and actual Warfighter or mobilization.
 - (3) No issue with employing USAR augmentees.
 - (4) Using a mix of ARNG and USAR Soldiers to fill in positions is the worse case.
 - (5) Difficulty aligning RC units for 21-day CTC rotation.
- e) Under current readiness cycle, RESET = Cliff. Soldiers in PCS and schools status leaves only about 4 months training time due to OPTEMPO.
- f) Not manning each tank and Bradley for 2 years is not good. Can't leave equipment alone for that long.
 - i) Vendors are not producing parts
 - ii) We have forgotten how to be home station Modified Table of Organization and Equipment (MTOE) units and how to plan training
- g) During III Corps unit deployments, we did not leave enough mechanics behind to care for equipment and maintain adequate equipment readiness.
 - i) Took 5-6 months to get vehicles ready.
 - ii) Stay behind equipment = Left behind equipment.
 - iii) ~\$20-24M to maintain equipment left behind.
- h) Equipment in ARNG Maneuver Area Training Equipment Site (MATES) not exercised properly.
 - i) Should consider using each other's equipment (AC and RC).
- i) [Commissioners] Is current ARFORGEN sustainable? No.
- j) 3/1CD partnered with 155th ABCT from Mississippi ARNG.
 - i) Leveraged Multi-echelon Integrated Brigade Training (MBIT) event.
 - ii) Conducted river-crossing operation which is difficult to do.

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- k) 2/1CD readiness timeline was compressed (~50%) when the unit was deployed as part of Regionally Aligned Force.
 - i) Replaced 2/28 ID in 2007. 2/28 ID came from 19 States across the Guard.
- l) If round out/round up concept¹ is reinstated, will take:
 - i) 30 days to get a ARNG Company ready
 - ii) 90-120 to get a ARNG Battalion (Bn) ready
 - iii) 6 months to get a ARNG Brigade (Bde) ready
- m) Mandatory training vs available time
 - i) Have to take AR 350-1 requirements into consideration.
 - ii) Difficult for RC to accomplish everything in limited time.
- n) Takes 12-18 months to get a good mechanic. Critical now that Contract maintenance is gone.
- o) [Commissioners] What are some partnership recommendations?
 - i) Geographically based.
 - ii) Like old “Capstone” or “Wartrace” concepts.
- p) [Commissioners] Who should be the validator for readiness?
 - i) Corps level getting back to the old ways.
 - ii) Best way to learn is to teach.
 - iii) Manage alignment at Corps level. Use the three Corps as nodes.
- q) [Commissioners] Do you conduct personnel exchanges with RC? No, only at very low level. What about the other way? Need to ensure personnel policies are in place so that it doesn’t go off the grid.
- r) [Commissioners] What are issues for rotational forces?
 - i) Cost and Maintenance.
 - ii) Haven’t realized CSA vision for rotational forces.
 - iii) Aviation has no flex, must rotate.
 - iv) Loss of expertise for a specific area in AOR.
 - v) If Force Structure is too small, can’t realize vision of RAF, language expertise, intelligence proficiency, knowing the ground.
 - vi) ARNG can possibly augment up to BN level.
- s) Problem with expeditionary forces is that unit can’t establish relationships with foreign partners/use officer exchanges.
 - i) ARNG State Partnership for Peace is great.
 - ii) Stand up Digital Liaison Detachment (DLD) to facilitate Communication and Electronics interface.
 - iii) II Corps is working on a white paper explaining the DLD and offered to send to the Commission when the paper is complete.
- t) [Commissioners] What has OPTEMPO done to families?

¹ From 1973 to 1996, the US Army employed various forms of “round out” and “round up” units to use separate Reserve Component brigades to round out Regular Army Divisions manned at two thirds strength.

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- i) Resiliency of families is high.
- ii) Most adverse impact is actually to Senior NCO's and Field Grades.
- u) ARFORGEN business rules oriented towards combat.
 - i) Everyone frozen to stay in unit at Amber cycle.
 - ii) ARNG can help as long as unit is stabilized for deployment.

At 0830 hrs, BG Jones, Commander 4th ESC USAR spoke. He noted 4th ESC is in the early stages of the unit's Post Mobilization Validation at the Mobilization platform located on Fort Hood. Unit will be the Operational Command Post for the 1st TSC and will conduct theater sustainment, distribution and theater opening to ensure freedom of action in the CENTCOM AOR. He offered several data points about the unit.

- a) Consists of 6,000 troops in numerous states.
- b) 4th ESC is currently deploying as a Corps Support Command with the AC to CENTCOM.
- c) Regionally aligned with III Corps.
- d) Drew Soldiers from 32 states to fill formations.

At 0845 hrs, BG Dillard, Commander, 310th ESC USAR spoke. He explained 310th ESC is mobilized to provide Mission Command of assigned, attached and operationally controlled units supporting III Corps. Unit prepares and trains sustainment units for deployment as well as improving installation sustainment operations through mutual support arrangements and exchanges of information. He provided the following unit details:

- a) 310th is replacing the 13th ESC and deploying to various CONUS/OCONUS missions at this time.
- b) Unit used Full time staff as a coordinating element with III Corps.
- c) Unit is short on FTS. FTS is key enabler to building readiness.
- d) Having 2 x 1-star and 2 x O-6 positions cited as critical for mission success.

At 0900, COL Beaudoin, Fort Hood Mobilization Brigade Commander, spoke to discuss the Mobilization Brigade and the Operationa Readiness Training Complex (ORTC). COL Beaudoin key point for the Mobilization Brigade: (1) Only have 34 individuals in the Mobilization Bde, and (2) Ft. Bliss has a similar set up. His key points for the ORTC were (1) Can house 3,500 people, (2) one full Battalion set of motor pools, (3) about 10K people per year have mobilized through Ft. Hood ORTC, and (4) ORTC also housed unaccompanied minors from Southwest border and holdovers from Liberia.

Commissioner Stultz asked the group whether individual mobilizations come from Individual Mobilization Active (IMA) population or be pulled from units? Group consensus was (1) skill sets likely found in units, and (2) a block of IMA's should be included in force structure to ensure access.

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At 0920hrs, LTG MacFarland introduced MG Colt, 1st Army Division West Commander. MG Colt addressed the necessity of 1st Army providing training validation of Reserve Component Post Mobilization, Pre-Deployment at the Mobilization Platform. MG Colt stressed the challenges facing Division West as they reduced the 21st Training Brigade to a Battalion eliminating parity in evaluation capability for aviation brigades undergoing validation for Post Mobilization.

At 1040hrs, the Commissioners and NCFA staff moved to the Pilot Knob Multiuse Range, Commissioners viewed Gunnery Table VII and Motor Pool activities. LTC Rockefeller, 2-12 Cavalry Battalion Commander, provided an overview of the range training and equipment challenges:

- a) Simulators are essential to good training.
- b) Close Combat Tactical Trainer was recently upgraded to 14 tanks to allow company battle drills.
- c) There is no separate 11M specialty training from institution anymore. That training falls on units.
- d) There are now Digital Master Gunners in units.
- e) Units do not have Performance Upgrade Programs anymore.
- f) Units do not have the Forward Support Companies/mid-level maintenance.
- g) Units need to return the Company XO maintenance course.
- h) Battalion is short of 91A MOS. Schoolhouse is not training enough.

The meeting concluded at 1220hrs with the Commissioners thanking everyone for offering their opinions and personal experiences. Commissioner Lamont offered that more information about the Commission's activities, along with the ability to provide input, could be found at www.ncfa.ncr.gov.