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# United States Senate

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General (Ret.) Carter F. Ham  
National Commission on the Future of the Army  
2530 Crystal Drive, Suite #5000  
Arlington, VA 22202

Dear General Ham:

As Chair of the Readiness and Management Support Subcommittee, I look forward to reviewing the National Commission on the Future of the Army's (NCFCA) report in February. I write to applaud the important work of the Commission and to emphasize three principles that will increase the utility of the Commission's report to Congress.

Consistent with section 1703, subsection (a) of the fiscal year (FY) 2015 National Defense Authorization Act (Public Law 113-291), it is important that the Commission's final report include a precise definition of assumptions, a recommendation to achieve the required capabilities at the lowest possible cost, and an appropriate emphasis on the homeland security mission. I would like to elaborate on each of these three areas.

First, it is important that the Commission's report clearly delineate the assumptions it relied upon to make its recommendations. The report should clearly state the "anticipated mission requirements" used to determine the optimal Army force size, structure, and force mixture. At a time when national security threats to our country are evolving and growing rapidly, a failure to precisely define the Commission's assumptions about threats, risks, and anticipated missions will make the Commission's recommendations less useful.

Second, it is important that the Commission recommend the Army size, structure, and force mixture necessary to protect our country at the lowest possible cost. In other words, our national security interests—and the threats to those interests—should govern the Commission's recommendations, but I hope that the Commission will look for innovative ways to utilize the Reserve Component to achieve those required Army capabilities and capacities at the lowest possible cost to the taxpayers. At a time of growing threats and constrained defense budgets, it is more important than ever that our country, where advisable, take full advantage of the cost efficiency of the Guard and Reserve in meeting combatant commander and homeland security requirements.

Finally, consistent with section 1703, it is important that the Commission not overlook "current and anticipated homeland defense and disaster assistance missions in the United States." As natural disasters inevitably occur and as our enemies increasingly attempt to conduct attacks

within the United States, it is important that the Commission not treat these homeland security requirements as peripheral or secondary. Any reasonable list of vital national security interests of the United States begins with protecting our homeland, and the Army National Guard is a frontline force for that essential mission. It is important that the Commission's work reflects that fact.

I want to thank you for your continued and distinguished service to our country. I look forward to reviewing the Commission's report in February and working with you to ensure that our nation has the Army that it needs to protect the American people and our national security interests at home and abroad.

Sincerely,



Kelly A. Ayotte  
United States Senator  
Chair, Subcommittee on Readiness and Management Support