



**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) 13 January 2016 Closed Meeting Unclassified Minutes

Date: 13 January 2016

Location: Zachary Taylor Building, Arlington VA

Format: Roundtable discussions

Attendees:

Chairman	GEN Carter F. Ham (USA, Ret)
Vice Chairman	HON Thomas Lamont (ARNGUS, Ret)
Member -	GEN Larry R. Ellis (USA, Ret)
Member -	GEN James D. Thurman (USA, Ret)
Member -	LTG Jack C. Stultz
Member -	HON Robert F. Hale
Member -	HON Kathleen H. Hicks
Designated Federal Officer (DFO) –	Mr. Donald Tison
Executive Director –	MG Ray Carpenter (ARNGUS, Ret)
Staff Director -	Mr. Rickey E. Smith
NCFA Staff -	LTC Steve Pierce
	COL Kelly Peters
	COL Kristen Dixon
	Mr. Eric Magnell
	Mr. Joe Eule
	COL Kurt Weinand
	MAJ Benjamin Fernandes
	Mr. James Eric Minton

Documents Presented to the Commission

1. Final Draft NCFA Report (Classified Document stored separately)

**Methodology for Minutes**

Similar to the previous closed session from 16/17 December 2015, this session also required in-depth examination of both classified and unclassified information in a seminar setting.

Accordingly, a different approach was used to prepare these minutes. The agenda is provided first, and then a summary of the topics follows in order of the agenda. This methodology was selected, and approved by the DFO, as it best balances the NCFA's transparency desires and responsibilities on the one hand with the NCFA's obligations to protect information in the interests of national security on the other.

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## **AGENDA**

Wednesday 13 January 2016

0900 - 1145 Security Review Results and Report Edits

1145 – 1400 Lunch and administrative break

1400 – 1700 Final Review and Guidance

## **SUMMARY**

The meeting was called to order at 0915 hours on 13 Jan 2016. The Chair made introductory remarks explaining the closed meeting's purpose – to conduct a detailed review of the draft report and provide substantive edits and guidance. The DFO discussed the meeting procedures and explained the rules regarding the Federal Advisory Committee Act (FACA). The discussions followed the basic agenda above with a free-flow of classified and unclassified information. Commissioners often cycled back to a discussion topic from earlier in the meeting.

Commissioners reviewed the Security Review results and directed administrative changes for classified annex. Commissioners reviewed the classified annex for the final report to ensure consistency of terms, findings, and themes between the classified annex and the unclassified draft report.

Commissioners also reviewed photos proposed for the final draft, taking in to consideration format/resolution, themes of the report, and best fit for the narrative. The Commission directed the NCFA staff to identify the source for accepted photos to ensure accuracy of associated descriptions which are also intended to appear in the final report.

Following the photo review, the Commission conducted a page-by-page examination of the entire report, making sure nothing classified was inadvertently placed in the unclassified portions of the report, and once again reviewing report recommendations for consensus. Commissioners provided edits concerning narrative text, format, organization, and eliminating any unnecessary redundancies. Discussions also took into consideration Drafting Subcommittee members' remarks concerning external peer reviews implemented by the Subcommittee for their December draft report.

The Commissioners took a lunch and administrative break at 1145 hours and reconvened the review effort at 1400 hours by revisiting items left open from the earlier session, checking for obvious disconnects in linkages within the report (where one part of the report references another), identifying and eliminating any conflicting statements in the report, and generally ensuring consistency of concepts and terms found in the body of the report and also appearing in other portions of the report such as the Executive Summary.

The meeting adjourned at 1700 hours on 13 January 2016.