

NCFA Essential Tasks

In light of the projected security environment, conduct a comprehensive study of the roles and structure of the Army, and policy assumptions related to the size and force mixture of the Army, in order to:

- **make an assessment of the size and force mixture of the active component of the Army and the reserve components of the Army**
- **make recommendations on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources**
- **make an assessment of proposed AH-64 transfers from Regular Army to the Army National Guard**

Report Outline Initial Proposal

Executive Summary

1) **Why the Commission Exists Why the Commission Exists.**

- a) Assess Army size and force mix.
- b) Recommend modifications to structure within acceptable risk and available and future resources.

2) **Past Analytical AC/RC Force Mix and Cost Research Efforts** (common themes)

3) **Future Threats and Anticipated Strategic Environment**

- a) See Annex D for classified discussion
- b) Diverse enemies will employ traditional, unconventional, and hybrid strategies to threaten U.S. security and vital interests. Increased velocity and momentum of human interaction and events. Potential for overmatch. Proliferation of weapons of mass destruction. Spread of advanced cyberspace and counter-space capabilities. Changing demographics, operations among populations, in cities, and in complex terrain.

4) **The Concept of Risk**

- a) Because we don't have unlimited resources, risk is used to convey the impact of inadequate resources (time, dollars, people) to decision makers.
- b) Army-specific definition of risk [understandable risk framework]
 - i) Not having enough forces.
 - ii) Not having the right forces.
 - iii) Not having ready forces.
 - iv) Not having the appropriate systems or technology.
- c) How Army risk impacts the whole of government and Nation: Army Support to Other Services, DSCA, etc.

5) **Anticipated Budget Environment**

6) **The relationship between Readiness-Force Structure-Modernization**

7) **Guiding Principles** (These are intended to be broad overarching statements of what the Commissioners believe must guide recommendations...need clear input and/or buy in from each Commissioner)

- a) Stay within the President's budget.
- b) Commission recommendations must be risk-informed and at an acceptable level of risk.
- c) Meet combatant commander needs.
- d) Seek cost efficiencies and take advantage of component's strengths and capabilities.
- e) Fully support homeland defense and disaster relief missions.
- f) Try to obtain goal of peacetime rotation tempo of 1:2 for AC and 1:5 for RC. [Army does not have today]

8) **Measuring Costs and Benefits**

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PRE-DECISIONAL WORKING PAPER

- a) Cost Methodologies (Describe different ways various organizations calculate costs)
- b) Opportunity Costs
- c) Personnel Costs
- d) Infrastructure and Installations Costs
- e) How is risk managed in relation to costs
- f) **Recommendations**

9) Evaluating the Structure of the Army (Relative Strengths and Weaknesses)

- a) Regular Army
- b) Army Reserve
- c) Army NG
- d) Multicomponent Units
- e) **Recommended Roles, Size, and Force Mix** (Essential Task, 1703(a)(1))

10) Force Generation

- a) Army's Ability to Expand
 - i) Regular Army role
 - ii) Deployment and mobilization infrastructure (e.g. Combat Training Centers) role
- b) Readiness methodology (Tiered, Cyclical, Blended) including manning, equipping, and training
- c) Laws and Policies for access to Reserve Components
- d) **Recommendations** (1703 (a)(2)(B))

11) Allocation of National Guard Personnel and Force Structure

- a) Responsibilities and Authorities for allocating personnel and force structure
- b) Decision-making processes for allocating personnel and force structure to the States and territories
- c) **Recommendations** (1703 (a)(2)(C)/(D))

12) AH-64 Apache Transfer

- a) Background
- b) Comparison of Army plan and National Guard proposal
- c) Other alternatives considered
- d) **Recommendations for Aviation restructuring (1703 (b)(1))**

13) Specific recommendations for policy and legislative changes

Initial Draft Appendices List

- A. Establishment of the Commission (NDAA Language)
- B. Recommendations
- C. Recommendations by Responsible Official
- D. Classified Annex Contents
- E. Commission Activities
- F. Testimony and Public Comments
- G. Glossary of Terms and Acronyms
- H. Analytical Review Results
- I. Testimony and Oral Public Comments to the Commission
- J. Commissioner Biographies
- K. Commission Staff
- L. Sources Consulted