

ESTABLISHMENT OF THE COMMISSION

NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2015 (PUBLIC LAW 113-291)

SEC. 1701. SHORT TITLE.

This subtitle may be cited as the “National Commission on the Future of the Army Act of 2014”.

SEC. 1702. NATIONAL COMMISSION ON THE FUTURE OF THE ARMY.

(a) ESTABLISHMENT.—There is established the National Commission on the Future of the Army (in this subtitle referred to as the “Commission”).

(b) MEMBERSHIP.—

(1) COMPOSITION.—The Commission shall be composed of eight members, of whom—

(A) four shall be appointed by the President;

(B) one shall be appointed by the Chairman of the Committee on Armed Services of the Senate;

(C) one shall be appointed by the Ranking Member of the Committee on Armed Services of the Senate;

(D) one shall be appointed by the Chairman of the Committee on Armed Services of the House of Representatives; and

(E) one shall be appointed by the Ranking Member of the Committee on Armed Services of the House of Representatives.

(2) APPOINTMENT DATE.—The appointments of the members of the Commission shall be made not later than 90 days after the date of the enactment of this Act.

(3) EFFECT OF LACK OF APPOINTMENT BY APPOINTMENT DATE.—If one or more appointments under subparagraph (A) of paragraph (1) is not made by the appointment date specified in paragraph (2), the authority to make such appointment or appointments shall expire, and the number of members of the Commission shall be reduced by the number equal to the number of appointments so not made. If an appointment under subparagraph (B), (C), (D), or (E) of paragraph (1) is not made by the appointment date specified in paragraph (2), the authority to make an appointment under such subparagraph shall expire, and the number of members

of the Commission shall be reduced by the number equal to the number otherwise appointable under such subparagraph.

(4) EXPERTISE.—In making appointments under this subsection, consideration should be given to individuals with expertise in national and international security policy and strategy, military forces capability, force structure design, organization, and employment, and reserve forces policy.

(c) PERIOD OF APPOINTMENT; VACANCIES.—Members shall be appointed for the life of the Commission. Any vacancy in the Commission shall not affect its powers, but shall be filled in the same manner as the original appointment.

(d) CHAIR AND VICE CHAIR.—The Commission shall select a Chair and Vice Chair from among its members.

(e) INITIAL MEETING.—Not later than 30 days after the date on which all members of the Commission have been appointed, the Commission shall hold its initial meeting.

(f) MEETINGS.—The Commission shall meet at the call of the Chair.

(g) QUORUM.—A majority of the members of the Commission shall constitute a quorum, but a lesser number of members may hold hearings.

SEC. 1703. DUTIES OF THE COMMISSION.

(a) STUDY ON STRUCTURE OF THE ARMY.—

(1) IN GENERAL.—The Commission shall undertake a comprehensive study of the structure of the Army, and policy assumptions related to the size and force mixture of the Army, in order—

(A) to make an assessment of the size and force mixture of the active component of the Army and the reserve components of the Army; and

(B) to 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.

(2) CONSIDERATIONS.—In undertaking the study required by subsection (a), the Commission shall give particular consideration to the following:

(A) An evaluation and identification of a structure for the Army that—

APPENDIX A: ESTABLISHMENT OF THE COMMISSION

(i) has the depth and scalability to meet current and anticipated requirements of the combatant commands;

(ii) achieves cost-efficiency between the regular and reserve components of the Army, manages military risk, takes advantage of the strengths and capabilities of each, and considers fully burdened lifecycle costs;

(iii) ensures that the regular and reserve components of the Army have the capacity needed to support current and anticipated homeland defense and disaster assistance missions in the United States;

(iv) provides for sufficient numbers of regular members of the Army to provide a base of trained personnel from which the personnel of the reserve components of the Army could be recruited;

(v) maintains a peacetime rotation force to avoid exceeding operational tempo goals of 1:2 for active members of the Army and 1:5 for members of the reserve components of the Army; and

(vi) manages strategic and operational risk by making tradeoffs among readiness, efficiency, effectiveness, capability, and affordability.

(B) An evaluation and identification of force generation policies for the Army with respect to size and force mixture in order to fulfill current and anticipated mission requirements for the Army in a manner consistent with available resources and anticipated future resources, including policies in connection with—

(i) readiness;

(ii) training;

(iii) equipment;

(iv) personnel; and

(v) maintenance of the reserve components as an operational reserve in order to maintain as much as possible the level of expertise and experience developed since September 11, 2001.

(C) An identification and evaluation of the distribution of responsibility and authority for the allocation of Army National Guard personnel and force structure to the States and territories.

(D) An identification and evaluation of the strategic basis or rationale, analytical methods, and decision-making processes for the allocation of Army National Guard personnel and force structure to the States and territories.

(b) STUDY ON TRANSFER OF CERTAIN AIRCRAFT.—

(1) IN GENERAL.—The Commission shall also conduct a study of a transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the regular Army.

(2) CONSIDERATIONS.—In conducting the study required by paragraph (1), the Commission shall consider the factors specified in subsection (a)(2).

(c) REPORT.—Not later than February 1, 2016, the Commission shall submit to the President and the congressional defense committees a report setting forth a detailed statement of the findings and conclusions of the Commission as a result of the studies required by subsections (a) and (b), together with its recommendations for such legislative and administrative actions as the Commission considers appropriate in light of the results of the studies.

SEC. 1704. POWERS OF THE COMMISSION.

(a) HEARINGS.—The Commission may hold such hearings, sit and act at such times and places, take such testimony, and receive such evidence as the Commission considers advisable to carry out its duties under this subtitle.

(b) INFORMATION FROM FEDERAL AGENCIES.—The Commission may secure directly from any Federal department or agency such information as the Commission considers necessary to carry out its duties under this subtitle. Upon request of the Chair of the Commission, the head of such department or agency shall furnish such information to the Commission.

(c) POSTAL SERVICES.—The Commission may use the United States mails in the same manner and under the same conditions as other departments and agencies of the Federal Government.

SEC. 1705. COMMISSION PERSONNEL MATTERS.

(a) COMPENSATION OF MEMBERS.—Each member of the Commission who is not an officer or employee of the Federal Government may be compensated at a rate not to exceed the daily equivalent of the annual rate of \$155,400 for each day (including travel time) during which such member is engaged in the performance of the duties of the Commission. All members of the Commission who are officers or employees of the United States shall serve without compensation in addition to that received for their services as officers or employees of the United States.

(b) TRAVEL EXPENSES.—The members of the Commission shall be allowed travel expenses, including per diem in lieu of subsistence, at rates authorized for employees of agencies under subchapter I of chapter 57 of title 5, United

States Code, while away from their homes or regular places of business in the performance of services for the Commission.

(c) STAFF.—

(1) IN GENERAL.—The Chair of the Commission may, without regard to the civil service laws and regulations, appoint and terminate an executive director and such other additional personnel as may be necessary to enable the Commission to perform its duties. The employment of an executive director shall be subject to confirmation by the Commission.

(2) COMPENSATION.—The Chair of the Commission may fix the compensation of the executive director and other personnel without regard to chapter 51 and subchapter III of chapter 53 of title 5, United States Code, relating to classification of positions and General Schedule pay rates, except that the rate of pay for the executive director and other personnel may not exceed the rate payable for level V of the Executive Schedule under section 5316 of such title.

(d) DETAIL OF GOVERNMENT EMPLOYEES.—

Any Federal Government employee may be detailed to the Commission without reimbursement, and such detail shall be without interruption or loss of civil service status or privilege.

(e) PROCUREMENT OF TEMPORARY AND INTERMITTENT SERVICES.—The Chair of the Commission may procure temporary and intermittent services under section 3109(b) of title 5, United States Code, at rates for individuals which do not exceed the daily equivalent of the annual rate of basic pay prescribed for level V of the Executive Schedule under section 5316 of such title.

SEC. 1706. TERMINATION OF THE COMMISSION.

The Commission shall terminate 90 days after the date on which the Commission submits its report under this subtitle.

SEC. 1707. FUNDING.

Amounts authorized to be appropriated for fiscal year 2015 by section 301 and available for operation and maintenance for the Army as specified in the funding table in section 4301 may be available for the activities of the Commission under this subtitle.

NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2016 (PUBLIC LAW 114-92)

SEC. 1061. EXPEDITED MEETINGS OF THE NATIONAL COMMISSION ON THE FUTURE OF THE ARMY.

Section 1702(f) of the National Defense Authorization Act for Fiscal Year 2015 (Public Law 113–291; 128 Stat. 3665) is amended by adding at the end the following new sentence: “Section 10 of the Federal Advisory Committee Act (5 U.S.C. App. I) shall not apply to a meeting of the Commission unless the meeting is attended by five or more members of the Commission.”

RECOMMENDATIONS BY RESPONSIBLE OFFICIAL

NATION

Recommendation 1: The nation must maintain and sustain an All-Volunteer Force.

PRESIDENT

Recommendation 5: The Congress and the Administration should look for cost-saving opportunities in areas such as the military health system, energy savings, and a reduced inventory of military facilities.

Recommendation 6: The Congress and the Administration should return to predictable and responsible budgeting processes that meet minimum funding requirements.

Recommendation 12: The President should budget for and the Congress should authorize and fund an Army that maintains an end strength of at least 980,000 uniformed personnel (450,000 in the Regular Army, 335,000 in the Army National Guard, and 195,000 in the Army Reserve) at planned readiness levels.

Recommendation 13: The President should revise strategic and budget guidance to the Department of Defense based on changes in the security environment. The Department of Defense should then use this revised guidance as the basis for revising its planning guidance, and the Army should adjust its structure, readiness, and modernization plans accordingly.

CONGRESS

Recommendation 2: Congress should apply the Federal Advisory Committee Act provisions of the Fiscal Year 2016 National Defense Authorization Act's Section 1061 to all similar commissions.

Recommendation 3: Congress should update the Federal Advisory Committee Act's requirements in a way that reflects changes in information technology, allowing commissions to use their own websites to post minutes, testimonies, and public comments and provide a public reading room.

Recommendation 4: Congress should maintain future Army budgets at funding levels at least equal to those in the fiscal year 2016 President's budget plan due to significant and emerging threats to national security. Budgets for DoD as a whole should also meet or exceed the 2016 level so that the Department can accomplish its mission with acceptable risk.

Recommendation 5: The Congress and the Administration should look for cost-saving opportunities in areas such as the military health system, energy savings, and a reduced inventory of military facilities.

Recommendation 6: The Congress and the Administration should return to predictable and responsible budgeting processes that meet minimum funding requirements.

Recommendation 12: The President should budget for and the Congress should authorize and fund an Army that maintains an end strength of at least 980,000 uniformed personnel (450,000 in the Regular Army, 335,000 in the Army National Guard, and 195,000 in the Army Reserve) at planned readiness levels.

APPENDIX B: RECOMMENDATIONS BY RESPONSIBLE OFFICIAL

Recommendation 20: The Congress should require the Secretary of Defense and Secretary of the Army to provide within a year of this report an assessment of the ways, and associated costs, to reduce or eliminate shortfalls in responsiveness and capacity of the following capabilities:

1. AH-64-equipped Attack Reconnaissance Battalion capacity to meet war plan needs;
2. Air defense artillery (ADA) capacity, responsiveness, and the capability of Short Range ADA to meet existing and emerging threats (including unmanned aerial systems, cruise missiles, and manned aircraft), including an assessment of the potential for commercial-off-the-shelf solutions;
3. Chemical, biological, radiological, and nuclear (CBRN) capabilities and modernization as it relates to homeland missions as well as the capacity to meet overseas war plan needs;
4. Field artillery capabilities and the changes in doctrine and war plans resulting from U.S. participation in the Cluster Munitions ban as well as required modernization or munition inventory shortfalls;
5. Quartermaster fuel distribution and water purification capacity and responsiveness to meet war plan needs;
6. Army watercraft and port opening capabilities and responsiveness (with particular attention to the ability to flex between oceans) to meet war plan needs;
7. Transportation (fuel, water, and cargo) capacity and responsiveness to meet war plan needs;
8. Military police capacity to meet war plan needs.

Recommendation 22: The Congress should require the Secretary of Defense and Joint Staff to oversee the modeling of alternative Army design and operational concepts—including the Reconnaissance Strike Group, Hybrid Battalion Task Force, Stryker Global Response Force, and the Reconnaissance and Security Brigade Combat Team—and report on their findings within one year. The report to Congress should explicitly address the value of follow-on pilot programs to test further any promising alternative force design and concept approaches.

Recommendation 29: The Congress should expand 12304b authority to include operational requirements that emerge within the programmed budget timeline, including the year of execution.

Recommendation 30: The Army should budget for and the Congress should authorize and fund no fewer than 3,000 man years annually for 12304b utilization of the reserve components. The Secretary of Defense in conjunction with the Army and the Office of Management and Budget should also provide for the use of Overseas Contingency Operations and supplemental funding for reserve component utilization under 12304b.

Recommendation 35: Congress should enact legislation to allow assignment of Regular Army officers and enlisted soldiers to Army National Guard positions to execute all functions without prejudice to their federal standing. The legislation should also permit the similar assignment of National Guard officers and enlisted soldiers to Regular Army units.

Recommendation 37: The Congress, the Department of Defense, and the Army should continue to support and adequately fund the Integrated Personnel & Pay System-Army (IPSS-A) as the cornerstone to the effective management and enhanced integration of the components of the Army. The Army must maintain the program's current schedule as a critical underpinning capability for the Army to support the Total Force.

Recommendation 38: Congress should authorize and direct the Secretary of the Army to establish a substantial multiyear 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. Congress should specifically authorize the pilot program “notwithstanding any other laws” in order to avoid potential fiscal law concerns. The Army should complete a detailed design for a pilot program within one year after publication of this report and, pending Congressional approval, fully implement the pilot program within one year after completion of the design work.

Recommendation 39: Congress should authorize, and the Secretary of the Army direct, the consolidation of marketing functions under the authority of the Army Marketing Research Group (AMRG) to gain unity of effort. The AMRG must employ marketing strategies to achieve recruiting goals of the Army Reserve, Army National Guard, and Regular Army.

Recommendation 41: Congress should direct the Department of Defense to review enlisted Joint Professional Military Education (JPME) requirements, determine which should become mandatory requirements, and report within one year.

Recommendation 51: The Congress should require the Army to develop, by the end of fiscal year 2017, a plan for expansion to execute a large-scale sustained operation. The plan would include maintaining a running estimate for long-lead-time equipment production and modification as well as personnel accession and training for anticipated capability shortfalls that occur after reorganization and mobilization. The plan should address each of the statutory Department of the Army functions as articulated in 10 U.S. Code, Section 3013 and examine and report annually to the Secretary of Defense on the necessary requirements to expand the Army's capacity.

Recommendation 54: Congress should amend 10 USC 10205 to authorize the Secretary of Defense to coordinate with other federal agencies to obtain updated contact information on Individual Ready Reserve soldiers.

Recommendation 55: Congress should amend Title 10 USC to authorize a virtual muster that does not include a physical examination or review.

Recommendation 57: Congress, the Department of Defense, and the Army should implement the Commission's plan (Option Three) for distribution of the Apache fleet. The Commission's plan maintains twenty-four manned Apache battalions including twenty in the Regular Army equipped with twenty-four aircraft each and four in the Army National Guard equipped with eighteen aircraft each. The plan adds only two Black Hawk battalions to the Army National Guard. The Army should commit to using the four Army National Guard Apache battalions regularly, mobilizing and deploying them in peacetime and war.

DEPARTMENT OF DEFENSE

Recommendation 13: The President should revise strategic and budget guidance to the Department of Defense based on changes in the security environment. The Department of Defense should then use this revised guidance as the basis for revising its planning guidance, and the Army should adjust its structure, readiness, and modernization plans accordingly.

Recommendation 23: The Secretary of Defense and the Chairman of the Joint Chiefs of Staff should report to Congress within a year on a strategic mobility sufficiency analysis and associated risk mitigation plan from 2020 through 2040.

Recommendation 30: The Army should budget for and the Congress should authorize and fund no fewer than 3,000 man years annually for 12304b utilization of the reserve components. The Secretary of Defense in conjunction with the Army and the Office of Management and Budget should also provide for the use of Overseas Contingency Operations and supplemental funding for reserve component utilization under 12304b.

Recommendation 31: The Secretary of Defense should update the January 19, 2007, memo "Utilization of the Total Force" to allow flexible involuntary mobilization periods in an effort to achieve common BOG periods for all components.

Recommendation 37: The Congress, the Department of Defense, and the Army should continue to support and adequately fund the Integrated Personnel & Pay System-Army (IPSS-A) as the cornerstone to the effective management and enhanced integration of the components of the Army. The Army must maintain the program's current schedule as a critical underpinning capability for the Army to support the Total Force.

Recommendation 49: As recommended in 2014 Quadrennial Defense Review, the Secretary of Defense should plan in fiscal year 2017 and execute no later than the end of fiscal year 2018 a comprehensive review of the nation's ability to mobilize its existing reserves as well as its preparedness for the potential of national mobilization.

Recommendation 52: The Secretary of Defense should incorporate in defense planning and fiscal guidance the analysis of Army expansion requirements for force-sizing and capability-mix analyses in fiscal year 2017. This guidance would give priority to the retention of expansion-required leaders, infrastructure, and materiel in the defense budget and program.

Recommendation 57: Congress, the Department of Defense, and the Army should implement the Commission's plan (Option Three) for distribution of the Apache fleet. The Commission's plan maintains twenty-four manned Apache battalions including twenty in the Regular Army equipped with twenty-four aircraft each and four in the Army National Guard equipped with eighteen aircraft each. The plan adds only two Black Hawk battalions to the Army National Guard. The Army should commit to using the four Army National Guard Apache battalions regularly, mobilizing and deploying them in peacetime and war.

APPENDIX B: RECOMMENDATIONS BY RESPONSIBLE OFFICIAL

JOINT STAFF

Recommendation 23: The Secretary of Defense and the Chairman of the Joint Chiefs of Staff should report to Congress within a year on a strategic mobility sufficiency analysis and associated risk mitigation plan from 2020 through 2040.

COMBATANT COMMANDS

Recommendation 10: The Army must assist Combatant Commands and Army Service Component Commands with timely integration of force structure changes into their strategic planning process.

Recommendation 11: Combatant Commands and Army Service Component Commands must update all war plans with current and programmed force structure and doctrine and establish a process to ensure routine war plan and Time Phased Force Deployment Data updates at a minimum of once every two years.

Recommendation 19: The Army should ensure Combatant Commands (COCOM) and Army Service Component Commands (ASCC) have the ability to provide operational mission command in proportion to the unique mission for each COCOM. The Army should consult closely with COCOM and ASCC commanders to assess the risks entailed in mission command changes and seek to minimize risk where possible when implementing them.

ARMY

Recommendation 7: The Army must continue to treat readiness as its most important funding priority.

Recommendation 8: The Army should provide the Congress with an assessment of risks in current and planned tactical mobility. This assessment should be completed within one year of publication of this report and include the costs and potential tradeoffs for closing significant readiness gaps in this area.

Recommendation 9: The Army must reassess the risk it is assuming in modernization for aviation survivability, SHORAD, CBRN, field artillery, and Army watercraft.

Recommendation 10: The Army must assist Combatant Commands and Army Service Component Commands with timely integration of force structure changes into their strategic planning process.

Recommendation 13: The President should revise strategic and budget guidance to the Department of Defense based on changes in the security environment. The Department of Defense should then use this revised guidance as the basis for revising its planning guidance, and the Army should adjust its structure, readiness, and modernization plans accordingly.

Recommendation 14: The Army should forward station an Armored Brigade Combat Team in Europe.

Recommendation 15: The Army should convert the U.S. Army Europe administrative aviation headquarters to a warfighting mission command element similar to a Combat Aviation Brigade headquarters.

Recommendation 16: The Army should maintain a forward-stationed Combat Aviation Brigade in Korea.

Recommendation 17: The Army should retain eleven Combat Aviation Brigades in the Regular Army.

Recommendation 18: The Army should increase Armored Brigade Combat Team (ABCT) capacity based on the current and projected threat environment. Risk may be acceptable without additional ABCT structure if the Army stations an ABCT in Europe, per recommendation 14.

Recommendation 19: The Army should ensure Combatant Commands (COCOM) and Army Service Component Commands (ASCC) have the ability to provide operational mission command in proportion to the unique mission for each COCOM. The Army should consult closely with COCOM and ASCC commanders to assess the risks entailed in mission command changes and seek to minimize risk where possible when implementing them.

Recommendation 21: The Army should assess the mission effectiveness of the current sourcing solution for the Ground-based Midcourse Defense (GMD) mission. The assessment should consider implications for recruiting, training, career progression, doctrine development, and GMD modernization strategy.

Recommendation 24: The Army should consider reducing up to two Regular Army IBCTs to provide manpower spaces that could be used to decrease higher priority risks.

Recommendation 25: The Army should complete development and fully implement the Generating Force Model to improve requirements determination and better inform generating force manpower decisions.

Recommendation 26: The Army must manage and provide forces under the Total Force approach.

Recommendation 27: The Secretary of the Army should review and assess officer and NCO positions from all components for potential designation as integrated positions that would allow individuals from all components to fill positions to foster an Army Total Force culture and expand knowledge about other components. A review should be completed within nine months after publication of this report, and any new designations should be completed within eighteen months.

Recommendation 28: The Secretary of the Army should develop selection and promotion policies that incentivize Regular Army, Army National Guard, and Army Reserve assignments across components and within multicomponent units. The Secretary of the Army should make changes within one year after publication of this report.

Recommendation 30: The Army should budget for and the Congress should authorize and fund no fewer than 3,000 man years annually for 12304b utilization of the reserve components. The Secretary of Defense, in conjunction with the Army and the Office of Management and Budget, should also provide for the use of Overseas Contingency Operations and supplemental funding for reserve component utilization under 12304b.

Recommendation 32: The Army should continue using multicomponent units and training partnerships to improve Total Force integration and overall Army effectiveness.

Recommendation 33: The Army should add specific guidance on goals for future use of multicomponent units and related initiatives to the Army's Total Force Policy Implementation Guidance for fiscal year 2017.

Recommendation 34: The Army should develop a substantial pilot program to test multicomponent approaches. Options could include the following:

- Appending an existing Army National Guard or Army Reserve aviation company to a Regular Army aviation battalion. The Commission strongly recommends that units be co-located so that they can train together.
- Applying the shared-equipment approach used in Air Force associate units to Army general support aviation. General support aviation units fly fewer multiple-aircraft missions and so might be able to share equipment. Multicomponent units should be co-located so that they can train together.
- Assigning Regular Army pilots to Army National Guard or Army Reserve units, or vice versa, in order to leverage the unique skills and experience present in different components. This approach could be used for all types of Army aircraft.
- Other approaches proposed by Army experts.

The Army should complete a detailed design for a pilot program within one year after publication of this report and fully implement the pilot program within one year after completion of the design work.

Recommendation 36: The Army should develop and implement a pilot program to assign Regular Army officers and enlisted soldiers to Army Reserve full-time support positions within one year of publication of this report and evaluated in two years to determine the effectiveness of such a program.

Recommendation 37: The Congress, the Department of Defense, and the Army should continue to support and adequately fund the Integrated Personnel & Pay System-Army (IPSS-A) as the cornerstone to the effective management and enhanced integration of the components of the Army. The Army must maintain the program's current schedule as a critical underpinning capability for the Army to support the Total Force.

APPENDIX B: RECOMMENDATIONS BY RESPONSIBLE OFFICIAL

Recommendation 38: Congress should authorize and direct the Secretary of the Army to establish a substantial multiyear 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. Congress should specifically authorize the pilot program “notwithstanding any other laws” in order to avoid potential fiscal law concerns. The Army should complete a detailed design for a pilot program within one year after publication of this report and, pending Congressional approval, fully implement the pilot program within one year after completion of the design work.

Recommendation 39: Congress should authorize, and the Secretary of the Army direct, the consolidation of marketing functions under the authority of the Army Marketing Research Group (AMRG) to gain unity of effort. The AMRG must employ marketing strategies to achieve recruiting goals of the Army Reserve, Army National Guard, and Regular Army.

Recommendation 40: The Army should retain formal leader development activities as a high priority for all uniformed and civilian personnel.

Recommendation 42: The Army should conduct an end-to-end review of The Army School System and report to Congress within a year of publication of this report on the efficiencies gained by consolidating under-used capacity. The review should take a holistic look at successes and shortfalls from current strategy and ensure consistent naming conventions to minimize confusion.

Recommendation 43: The Army should establish true regionalization of the Army’s school system and continue to consolidate the infrastructure where efficiencies can be gained. The Army should acknowledge and explain any unused capacity, and develop a plan to retain or eliminate the unused capacity, ensure the correct balance of infrastructure and capacity to meet the nation’s needs, and take into consideration the ability to regenerate and expand the Army. The Army should complete this plan within a year of publication of this report.

Recommendation 44: The Army should immediately implement the entire One Army School System to realize savings sooner.

Recommendation 45: The Army should implement the Objective-T methodology for assessing the progression of training readiness and revise readiness reporting using the quantifiable criteria.

Recommendation 46: The Army should increase the number of annual rotations for Army National Guard Brigade Combat Teams at combat training centers beginning fiscal year 2017 without decreasing the number of Regular Army Brigade Combat Team rotations.

Recommendation 47: The Army should reduce mandatory training prescribed in AR 350-1, Army Training and Leader Development by the following means:

- Reducing the number of mandatory training requirements and moving the reduced tasks to local command policy per AR 600-20, Army Command Policy;
- Developing a formal process for approving additional mandatory training tasks and reviewing existing mandatory training requirements annually for retention or deletion;
- Chartering the Army’s Training General Officer Steering Committee to provide governance for approving all added Army and Combatant Commander mandatory training requirements;
- Changing the reserve components’ mandatory training requirements from an annual cycle to a two-year cycle;
- Codifying mandatory training requirements with (1) task, condition, and standard; (2) Training and Evaluation Outline and lesson plan; and (3) the means to make this information available through the Army Training Network as the consolidated repository for mandatory training requirements;
- Delegating mandatory training exception approval authority to two-star commanders; and
- Completing the AR 350-1, Army Training and Leader Development, revision within one year of this report.

Recommendation 48: The Army should resource First Army’s Active Guard and Reserve (AGR) positions from the Army National Guard and the Army Reserve at the aggregate manning level provided for each component not later than fiscal year 2017.

Recommendation 50: The Army should provide a Pre-deployment Training Equipment set to Fort Bliss, Texas, for its Mobilization Force Generation Installation role no later than fiscal year 2017.

Recommendation 53: The Secretary of the Army should perform a top-to-bottom review in fiscal year 2017 of the Individual Ready Reserve program to ensure compliance with existing statutes.

Recommendation 56: The Secretary of the Army should rescind the February 22, 2006, memo *Individual Ready Reserve Transformation*.

Recommendation 57: Congress, the Department of Defense, and the Army should implement the Commission's plan (Option Three) for distribution of the Apache fleet. The Commission's plan maintains twenty-four manned Apache battalions including twenty in the Regular Army equipped with twenty-four aircraft each and four in the Army National Guard equipped with eighteen aircraft each. The plan adds only two Black Hawk battalions to the Army National Guard. The Army should commit to using the four Army National Guard Apache battalions regularly, mobilizing and deploying them in peacetime and war.

Recommendation 58: The Army should maintain a forward-stationed Combat Aviation Brigade in Korea.

Recommendation 59: The Army should consider increasing flying hours available for peacetime training.

Recommendation 60: The Army should implement a more aggressive modernization program for its aviation forces.

Recommendation 61: The Secretary of the Army should codify the delegation of authority from the Chief, National Guard Bureau to the Director, Army National Guard in Army regulations for force structure allocation among the states, territories, and the District of Columbia.

Recommendation 62: The Secretary of the Army should codify in Army regulations the existing Army National Guard Force Program Review process as the formal way to manage change in the Army National Guard.

Recommendation 63: The Army should add representatives from the Army Secretariat and Army Staff to the Army National Guard Force Program Review working groups and boards as observers.

ARMY SERVICE COMPONENT COMMANDS

Recommendation 10: The Army must assist Combatant Commands and Army Service Component Commands with timely integration of force structure changes into their strategic planning process.

Recommendation 11: Combatant Commands and Army Service Component Commands must update all war plans with current and programmed force structure and doctrine and establish a process to ensure routine war plan and Time Phased Force Deployment Data updates at a minimum of once every two years.

Recommendation 19: The Army should ensure Combatant Commands (COCOM) and Army Service Component Commands (ASCC) have the ability to provide operational mission command in proportion to the unique mission for each COCOM. The Army should consult closely with COCOM and ASCC commanders to assess the risks entailed in mission command changes and seek to minimize risk where possible when implementing them.

OFFSITE AGREEMENT



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC 20310-0200



DACS-ZB

10 November 1993

MEMORANDUM FOR RECORD

SUBJECT: AC-RC LEADERS' OFFSITE Agreement of 29 October 1993

1. PURPOSE. This memorandum describes the end strength and force structure for FY99 end state agreement reached during the 29 October 1993 OFFSITE meeting.

2. DETAILS.

a. Numbers: The OFFSITE members agreed to these end strength and force structure "split" numbers for each of the reserve components given DOD's 575,000 total for the reserve components in FY99 (in 1000's):

	<u>ARNG</u>	<u>USAR</u>	<u>TOTAL</u>
FS	405		
ES	367	208	575

The OFFSITE members acknowledged that these were FY99 "program numbers" for the FY95-99 POM. The members agreed collectively to work together in the attempt to hold at this same level for the 96-01 POM. Further, all agreed not to "sell" numbers other than those agreed upon by the OFFSITE group.

b. In addition to the numbers: The OFFSITE members agreed to resolve the two issues listed below. To reach resolution, the Vice Chief of Staff Army directed that the DCSOPS take the lead in forming a working group consisting of representatives of ODCSOPS, NGB, and OCAR. This working group will brief the VCSA prior to the 2 December 1993 offsite meeting. The VCSA's decision on these two issues will then be briefed to the AC-RC LEADERS' OFFSITE on 2 December 1993.

(1) AVIATION Identify a migration of aviation assets from the USAR to the ARNG that would generally satisfy state aviation requirements. This migration would be approximately 5K of aviation structure.

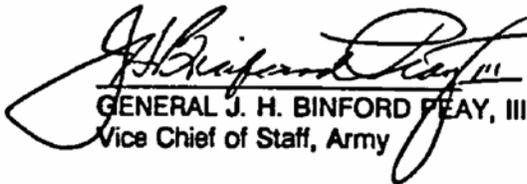
(2) Force Structure "SWAP" Identify a "swap" of approximately 10K. This "swap" would generally reflect a 90% solution with respect to the list of items briefed by the ARNG at the 29 Oct 93 OFFSITE meeting (Encl 1). After the OFFSITE meeting, the VCSA also directed the DCSOPS force structure working group to address a "SWAP" of additional MP and Engineer between the GUARD & RESERVE.

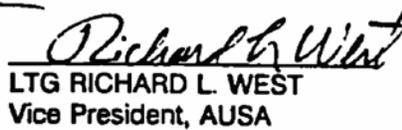
DACS-ZB

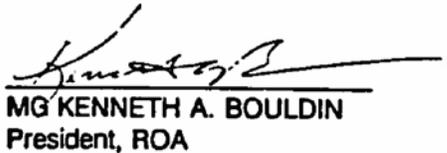
10 November 1993

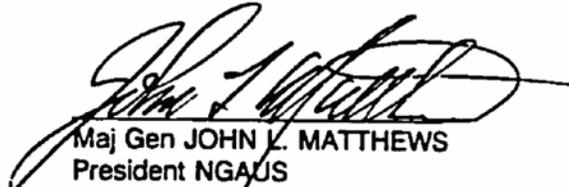
SUBJECT: AC-RC LEADERS' OFFSITE End Strength Agreement of 29 October 1993

3. This agreement is acknowledged by the AC-RC LEADERS' OFFSITE membership.


GENERAL J. H. BINFORD PEAY, III
Vice Chief of Staff, Army


LTG RICHARD L. WEST
Vice President, AUSA

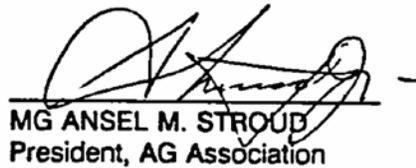

MG KENNETH A. BOULDIN
President, ROA

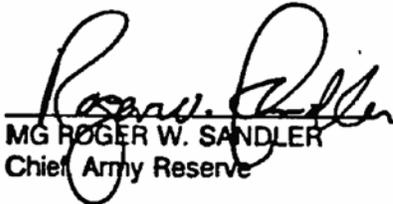

Maj Gen JOHN L. MATTHEWS
President NGAUS

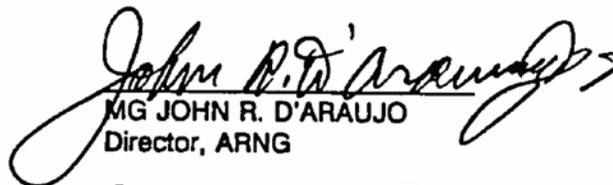

MG EVAN L. HULTMAN
Executive Director, ROA

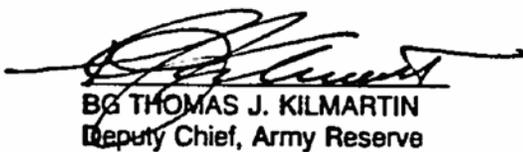

MG ROBERT F. ENSSLIN, Jr.
Executive Director, NGAUS

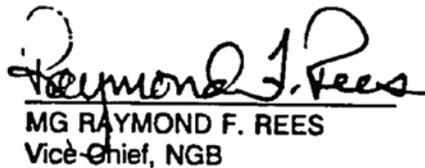

MG PAUL G. REHKAMP
President, SARCA


MG ANSEL M. STROUD
President, AG Association


MG ROGER W. SANDLER
Chief, Army Reserve

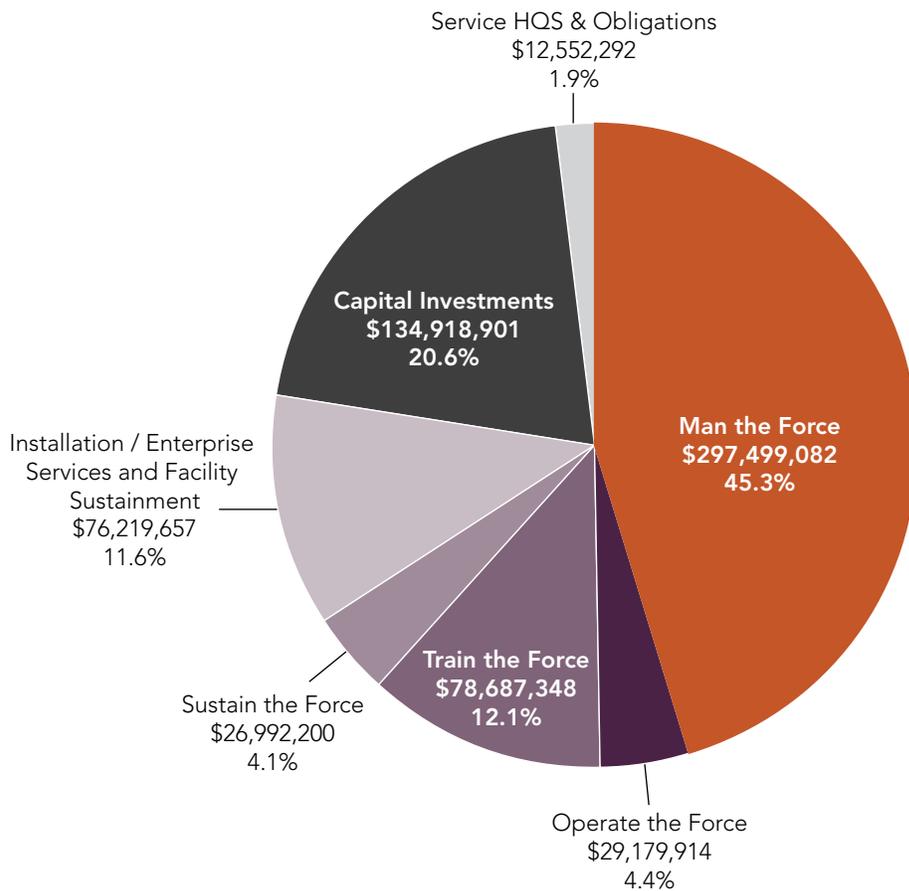

MG JOHN R. D'ARAUJO
Director, ARNG


BG THOMAS J. KILMARTIN
Deputy Chief, Army Reserve


MG RAYMOND F. REES
Vice Chief, NGB

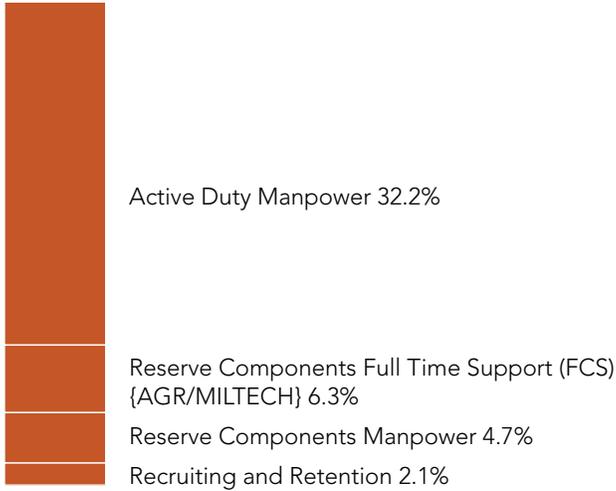
ARMY BUDGET AND END STRENGTH

WHERE THE ARMY HAS BUDGETED ITS MONEY, 2016-2020

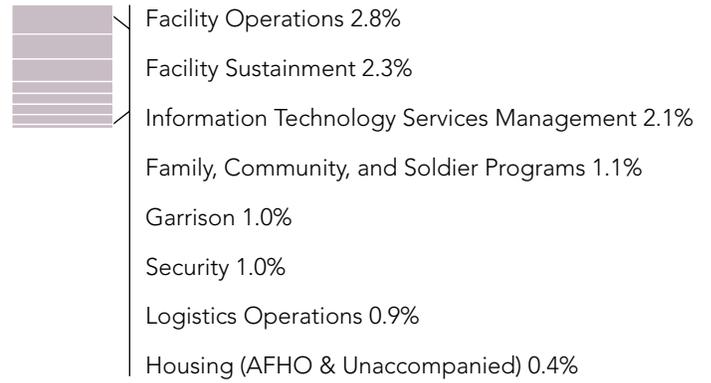


Source: Army President's Budget Submission 2016

MAN THE FORCE



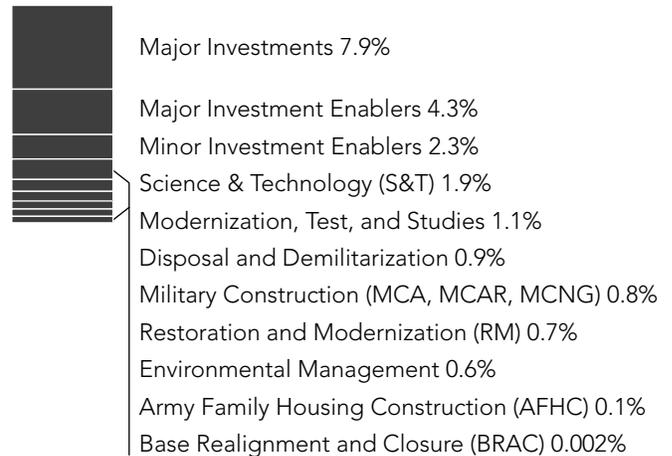
INSTALLATION / ENTERPRISE SERVICES AND FACILITY SUSTAINMENT



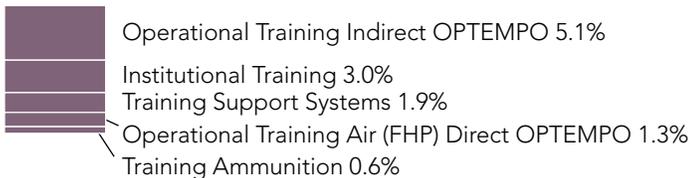
OPERATE THE FORCE



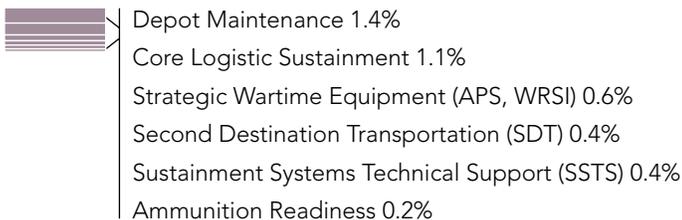
CAPITAL INVESTMENTS



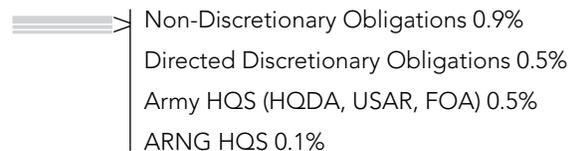
TRAIN THE FORCE



SUSTAIN THE FORCE



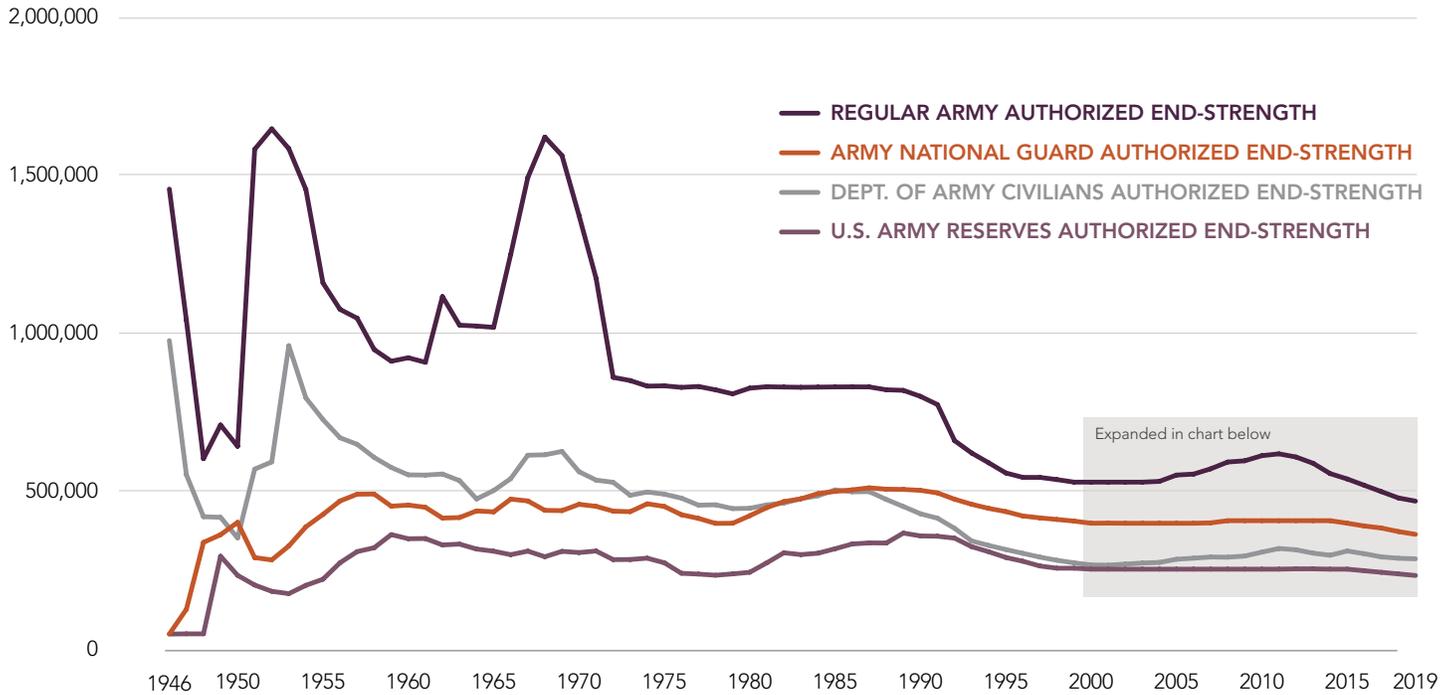
SERVICE HQS & OBLIGATIONS



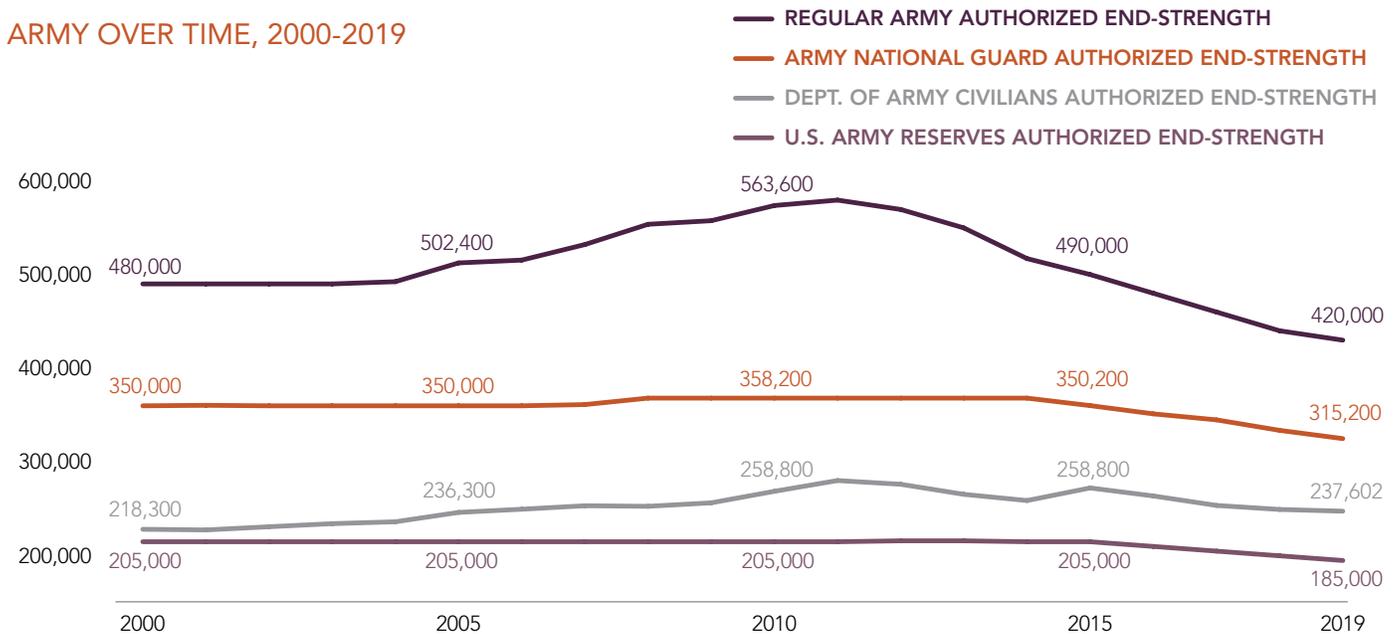
APPENDIX D: ARMY BUDGET AND END STRENGTH

These charts illustrate authorized end-strength levels for the three components and the Civilian Corps past and present, as well as projected over the next five fiscal years in current budget planning documents.

ARMY OVER TIME, 1946-2019



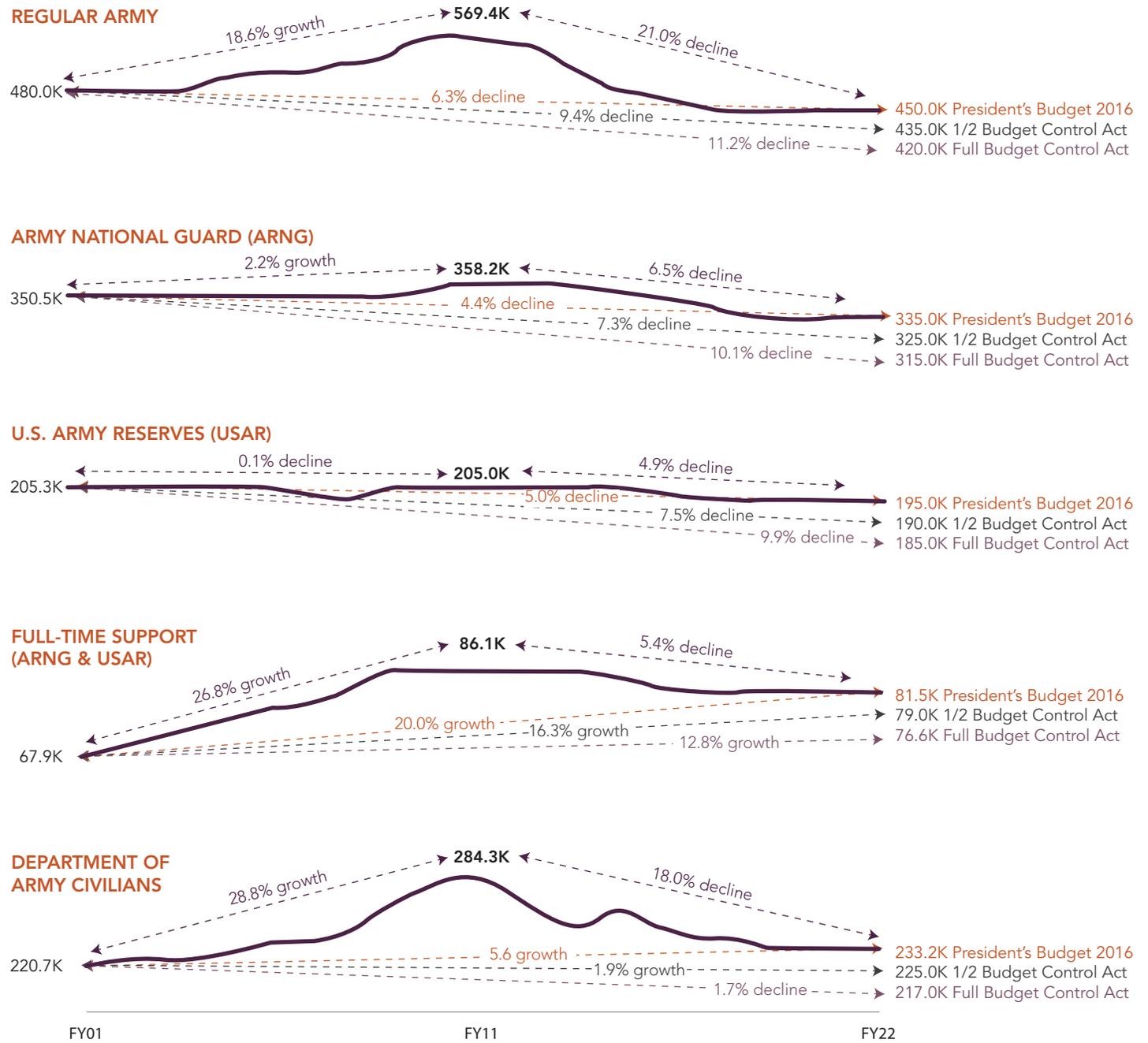
ARMY OVER TIME, 2000-2019



Sources: Army, PB16 Submission; National Defense Budget Estimates for FY 2016 (DoD Green Book); HQDA, G-8, Program, Analysis and Evaluation

END STRENGTH RAMPS UNDER DIFFERENT FUNDING LEVELS, FY01-22

REGULAR ARMY, FULL TIME SUPPORT, ARMY NATIONAL GUARD & U.S. ARMY RESERVES, AND CIVILIANS



Sources: Army, PB16 Submission; National Defense Budget Estimates for FY 2016 (DoD Green Book); HQDA, G-8, Program, Analysis and Evaluation

APPENDIX E:

NCFA CLASSIFIED ANNEX

The classified annex provides information and findings for the projected strategic environment, force size and composition analysis, and other issues related to the comprehensive study of the structure of the Army.

Contents:

1. Strategic Environment
 - a. Homeland Threat
 - b. Gray-Zone Warfare and Information Operations
 - c. Functional Threats

2. Modeling and Analysis of Force Structure (Size and Mix)
 - a. NCFA Analysis: Refining Timing
 - b. “Base Case”
 - c. Demand Excursions
 - d. Policy Excursions
 - e. New “Base Case”
 - f. Brigade Combat Team and Aviation Analysis
 - g. Time-Phase Force Deployment Data Analysis

3. Other Issues
 - a. Strategic Lift
 - b. Cluster Munitions Ban
 - c. Cyber

Access to the National Commission on the Future of the Army’s Classified Annex will be made available for individuals with appropriate security clearance and need to know.

APPENDIX F:

GLOSSARY OF ACRONYMS

AASF – Army Aviation Support Facility	CAPE – Cost Assessment and Program Evaluation
ABCT – Armored Brigade Combat Team	CBCT — Cavalry Brigade Combat Team
AC – Active Component	CBRN – Chemical, Biological, Radiological, and Nuclear
ACB - Air Cavalry Brigade	CCTT — Close Combat Tactical Trainer
ADA – Air Defense Artillery	CDR – Commander
ADFO – Alternate Designated Federal Officer	CENTCOM – U.S. Central Command
AFRICOM – U.S. Africa Command	CFM – Chief, Force Management
AGAUS – Adjutants General Association of the United States	CG – Commanding General
AGR – Active Guard Reserve	CNGB – Chief, National Guard Bureau
AH-64 – Apache Attack Helicopter	COCOM – Combatant Command
AHB – Assault Helicopter Battalion	COL – Colonel
AMP model – Analysis of Mobility Platform model	COMPO – Component (1- Regular Army, 2- Army National Guard, 3 – Army Reserve)
AOR – Area of Responsibility	CoS – Chief of Staff
ARI – Aviation Restructure Initiative	CPT – Captain
ARNG – Army National Guard	CSA – Chief of Staff of the Army
ARNGUS – Army National Guard of the United States	CSIS – Center for Strategic and International Studies
ARSTAF – Army Staff	CSS – Combat Service Support
ASCC – Army Service Component Command	CTC – Combat Training Center
AUSA – Association of the United States Army	DARNG – Director, Army National Guard
BBA 15 – Bipartisan Budget Act	DCG – Deputy Commanding General
BCA – Budget Control Act	DCRF – Defense CBRN Response Force
BCT – Brigade Combat Team	DFO – Designated Federal Officer
BG – Brigadier General	DIMHRS – Defense Integrated Military Human Resources System
BOG – Boots on Ground	DIVARTY – Division Artillery
BOG:DWELL - Boots on the Ground: Dwell (not deployed) ratio	DoD – Department of Defense
BMD – Ballistic Missile Defense	DSCA – Defense Support to Civil Authorities
BPC- Building Partner Capacity	E-7 – Pay grade Enlisted Sergeant First Class
CAA – Center for Army Analysis	E-8 – Pay grade Enlisted Master Sergeant
CAB – Combat Aviation Brigade	

APPENDIX F: GLOSSARY OF ACRONYMS

E-9 – Pay grade Enlisted Sergeant Major of the Army, Command Sergeant Major, and Sergeant Major	JS – Joint Staff
EUCOM – U.S. European Command	KFOR- Kosovo Force
FACA – Federal Advisory Committee Act	LTC – Lieutenant Colonel
FORSCOM – Army Forces Command	MCU – Multicomponent Unit
FMURB – Force Management Unit Review Board	MEB – Maneuver Enhancement Brigade
FSSP – Force Structure Strategic Plan	MEDEVAC – Medical Evacuation
FTS – Full-Time Support	MEPS – Military Entrance Processing Station
FY – Fiscal Year	MFGI – Mobilization Force Generation Installation
FYDP – Future Years Defense Program	MFO – Multinational Force and Observers
G-3 – General Staff for Operations and Plans	MG – Major General
GEN – General	MOS – Military Occupational Specialty
GFM – Global Force Management	MP – Military Police
GMD – Ground-based Midcourse Defense	MRX – Mission Rehearsal Exercises
GO – General Officer	MTP – Maintenance Test Pilot
HD – Homeland Defense	MUTA – Multiple Unit Training Assembly
HQ – Headquarters	NATO – North Atlantic Treaty Organization
HQDA – Headquarters Department of the Army	NCFA – National Commission on the Future of the Army
HRC – Human Resources Command	NCO – Noncommissioned Officer
IBCT – Infantry Brigade Combat Team	NCSAF – National Commission on the Structure of the Air Force
ID – Infantry Division	NDA – National Defense Authorization Act
IDA – Institute for Defense Analyses	NGAUS – National Guard Association of the United States
IED – Improvised Explosive Device	NGB – National Guard Bureau
IPPS-A – Integrated Personnel and Pay System – Army	NOS – Notification of Sourcing
IRAMM – Integrated Risk Assessment and Management Model	O-6 – Pay grade Colonel
IRR – Individual Ready Reserve	OCO – Overseas Contingency Operations (funding)
ISIL – Islamic State in Iraq and the Levant	OC/T – Observer Controller Trainer
J8 – Joint Staff Directorate for Force Structure, Resource and Assessment	OH-58– Observation Helicopter (Kiowa Warrior Reconnaissance Helicopter)
JFC-UA—Joint Forces Command—United Assistance	OPFOR — Opposing Force (in training exercises)
JFHQ – Joint Force Headquarters	OPLAN – Operational Plan
JICM – Joint Integrated Campaign Model	OPTEMPO – Operational Tempo
JOAX – Joint Operational Access Exercises	OSD – Office of the Secretary of Defense
	PACOM – U.S. Pacific Command

PDTE – Pre-Deployment Training Equipment	UAS – Unmanned Aircraft System
PME – Professional Military Education	UH-60 – Utility helicopter, called the Black Hawk
POM – Program Objective Memorandum	UH-72 – Utility helicopter, called the Lakota
QDR – Quadrennial Defense Review	USAFMSA – United States Army Force Management Support Agency
RAF – Regionally Aligned Force	USAR – U.S. Army Reserve
RC – Reserve Component(s)	USARPAC – U.S. Army Pacific
RDT&E – Research, Development, Test & Evaluation	VCSA – Vice Chief of Staff Army
RFI — Rapid Fielding Initiative or Request for Information	WMD – Weapons of Mass Destruction
RFPB — Reserve Forces Policy Board	xCTC — eXportable Combat Training Center
RL1 – Readiness Level 1	
RORO – Roll-On Roll-Off	
RSG – Reconnaissance Strike Group	
RTI – Regional Training Institute	
SA – Secretary of Army or Situational Awareness	
SARA model – Stochastic Active-Reserve Assessment model	
SBCT – Stryker Brigade Combat Team	
SECDEF – Secretary of Defense	
SHORAD – Short Range Air Defense Systems	
SIGACTS – Significant Activities Reports	
SPP – State Partnership Program	
TAA — Train Advise Assist or Total Army Analysis	
TAB – Theater Aviation Brigade	
TAG – The Adjutant General	
TASMG – Theater Aviation Support Maintenance Group	
TDY – Temporary Duty	
THAAD – Terminal High Altitude Area Defense	
TPFDD – Time-Phased Force Deployment Data	
TPU – Troop Program Unit	
TRAC – TRADOC Analysis Center	
TRADOC – Army Training and Doctrine Command	
TRANSCOM – U.S. Transportation Command	
TSC – Theater Security Cooperation	
TTHS – Trainees Transients Holdes and Students	

TESTIMONIES AND COMMENTS

TESTIMONIES AND COMMENTS (WRITTEN OR IN PERSON): SITE VISITS, ENGAGEMENTS, WEBSITE, AND MAILINGS

CLOSED MEETING, PENTAGON, MAY 19

The Honorable Robert Scher, Assistant Secretary of Defense for Strategy, Plans & Capabilities

Brigadier General Chris McPadden, Deputy Director, Strategy & Policy, Joint Staff J-5

Mr. Jim Mitre, Foreign Affairs Specialist, Office of the Under Secretary of Defense for Policy

Major General William Hix, Director, Strategy, Plans & Policy, HQDA G-3/5/7

Mr. Dan Klippstein, Deputy Director, Strategy, Plans & Policy, HQDA G-3/5/7

Dr. Thomas F. Carney, Vice Director for Force Structure, Resources & Assessment, Joint Staff J-8

Dr. Steve Stoddard, Technical Director, Center for Army Analysis Institute for Defense Analyses (CAA)

General Frank Grass, Chief, National Guard Bureau

Lieutenant General Timothy J. Kadavy, Director, Army National Guard

Lieutenant General Jeffrey Talley, Chief, Army Reserve

The Honorable John McHugh, 21st Secretary of the Army

General Raymond Odierno, 38th Chief of Staff of the Army

OPEN MEETING, ARLINGTON, VIRGINIA, MAY 20

Major General (retired) Gus Hargett, President, National Guard Association of the United States

Major General Jeffrey E. Phillips, Executive Director, Reserve Officers Association

Major General Edward W. Tonini, The Adjutant General of Kentucky, & former President, Adjutant Generals Association of the United States

Brigadier General (retired) E.J. Sinclair, President, Army Aviation Association of America

Colonel John J. Lindsay, HQDA G-3/5/7 Aviation Directorate
Brigadier General Walter Fountain, Special Assistant to the Director, Army National Guard

Mr. John H. Pendleton, Director, Force Structure & Readiness Issues, Government Accountability Office

HAWAII SITE VISIT, MAY 28-29

The Honorable David Y. Ige, Governor of Hawaii

General Vincent K. Brooks, Commanding General, U.S. Army Pacific

Brigadier General Arthur J. Logan, The Adjutant General of Hawaii

Brigadier General Roderick R. Leon Guerrero, The Adjutant General of Guam

Major General Gary M. Hara, Deputy Commanding General-Army National Guard, U.S. Army Pacific

Major General Gregory C. Bilton (Australian Army), Deputy Commanding General-Operations, U.S. Army Pacific

Major General Todd B. McCaffrey, Chief of Staff, U.S. Army Pacific

Major General Lawrence Brock III, Commanding General, 311th Signal Command

Mr. Jon Lee, Deputy, Management & Support, 9th Mission Support Command

Mr. Jon Lee, 351st Civil Affairs Command (CACOM)

Brigadier General Keith Y. Tamashiro, Director of Joint Staff, Hawaii Army National Guard

Brigadier General Robert J. Ulses, Assistant Chief of Staff of Operations G-3, U.S. Army Pacific

Colonel Stephen F. Logan, Commander, 29th Infantry Battalion Combat Team

Colonel Scott Mitchell, Commander, 196th Infantry Brigade

Colonel Courtney Varfes-Lum, Commander, Recruiting & Retention Battalion, Hawaii Army National Guard
 Colonel Robert Leshner, G1, Hawaii Army National Guard
 Colonel Roger Pukahi, Commander of the 103rd Troop Command, Hawaii Army National Guard
 Colonel Tomasa, Hawaii Army National Guard
 Colonel Paul Nanamori, Deputy Chief of Staff for Logistics, Hawaii Army National Guard
 Lieutenant Colonel Tucker, Hawaii Army National Guard
 Colonel Robert Crisistomo, Chief of Joint Staff, Guam Army National Guard
 Colonel George Charfauros, Guam Army National Guard
 Captain Darrell Fejarang, Aide-de-Camp, Guam Army National Guard
 Colonel Jon Howerton, Staff, U.S. Army Pacific
 25 Officers and NCOs from USARPAC
 26 Officers and NCOs from 2nd Brigade/25th Infantry Division

ENGAGEMENT WITH THE LIEUTENANT GENERAL (RETIRED) DENNIS MCCARTHY, USMC, ARLINGTON, VIRGINIA JUNE 3

Lieutenant General (retired) Dennis McCarthy, USMC, former Chairman, National Commission on the Structure of the Air Force

ENGAGEMENT WITH THE DEPUTY SECRETARY OF DEFENSE, ARLINGTON, VIRGINIA JUNE 4

The Honorable Robert Work, 32nd Deputy Secretary of Defense

FORT BRAGG, FAYETTEVILLE & RALEIGH, NORTH CAROLINA SITE VISITS, JUNE 9-10

The Honorable Thom Tillis, United States Senator, North Carolina
 The Honorable David Price, United States House of Representatives, North Carolina 4th District
 The Honorable Richard Hudson, United States House of Representatives, North Carolina 8th District
 Lieutenant General Jeffrey Talley, Commanding General, USARC

Command Sergeant Major Luther Thomas, Command Sergeant Major, USARC
 Chief Warrant Officer 5 Phyllis Wilson, Command Chief Warrant Officer, USARC
 Mr. Jim Balocki, Command Executive Officer, USARC
 Major General Dave Conboy, Deputy Commanding General, USARC
 Brigadier General Ferdinand Irizarry II, G3, USARC
 Lieutenant General Patrick Donahue II, Deputy Commanding General/Chief of Staff, FORSCOM
 Command Sergeant Major Scott Schroeder, Command Sergeant Major, FORSCOM
 Major General Scott Thoele, Deputy Commanding General (Reserve Component), FORSCOM
 Major General Jimmy Jae Wells, Deputy Chief of Staff, FORSCOM
 Major General Paul Hurley, G4, FORSCOM
 Major General Thomas James, Jr., G3/5/7, FORSCOM
 Mr. Phil McGhee, G8, FORSCOM
 Mr. Nate Godwin, Deputy G3, FORSCOM
 Mr. Ric Porter, Deputy G1, FORSCOM
 Mr. Derek Miller, Chief, Force Provider Division, FORSCOM
 Lieutenant General Michael Tucker, Commanding General, First Army
 Ms. Jimmie Ring, Deputy G3, First Army
 Lieutenant General Charles Cleveland, Commanding General, USASOC
 Mr. Richard Holcomb, Deputy to the Commanding General, USASOC
 Brigadier General Erik Peterson, Commanding General, US Army Special Operations Aviation Command (USASOAC)
 Colonel Jay Wolff, G5, USASOC
 Colonel Ernesto Sirvas, Commander, Special Warfare Center (SWC), USASOC
 Colonel Robert McDowell, Deputy Commander, SWC, USASOC
 Ms. Bethina Gilmore, G8, USASOC
 Mr. Robert Warbug, G9, USASOC
 Colonel George Hanhauser, G-3/5/7, Civil Affairs & Psychological Operations Command
 Lieutenant Colonel Donald Kettering, 6-108th Military Intelligence Battalion

APPENDIX G: TESTIMONIES AND COMMENTS

Colonel Manley James, Commander, 139th Regiment-North Carolina National Guard Regional Training Institute

Colonel Jeffrey Copeland, Commander, 449th Theater Aviation Brigade

Command Sergeant Major Gary Hamm, Command Sergeant Major, 449th Theater Aviation Brigade

Lieutenant Colonel Joseph Bishop, Commander, 1-130th Attack Reconnaissance Battalion

Command Sergeant Major Derwood Norris, Command Sergeant Major, 1-130th Attack Reconnaissance Battalion

Major John McElveen, Commander, 1-151st Attack Reconnaissance Battalion

Command Sergeant Major Roy Sullivan, Command Sergeant Major, 59th Aviation Troop Command

Lieutenant Colonel James Fidler, Commander, Army Aviation Support Facility, South Carolina Army National Guard

Colonel Michael Musiol, Commander, 82nd Combat Aviation Brigade

Command Sergeant Major William Yeagan Jr., Command Sergeant Major, 82nd Combat Aviation Brigade

Captain Jason Stanley, Company Commander, Alpha Company, 1-169th Aviation Regiment

Sergeant First Class Scott King, First Sergeant, Alpha Company, 1-169th Aviation Regiment

Chief Warrant Officer 3 Daniel Rittler, Company Standardization Pilot (AGR), Alpha Company, 1-169th Aviation Regiment

Mr. Kevin Erickson, ASF Supervisor (MILTECH), Alpha Company, 1-169th Aviation Regiment

Chief Warrant Officer 2 Michael Argus, UH-60 Instructor Pilot (TPU) and ASF Employee (MILTECH), Alpha Company, 1-169th Aviation Regiment

Warrant Officer 1 David Silvia, UH-60 Pilot (TPU), Alpha Company, 1-169th Aviation Regiment

Staff Sergeant Marshall Lindsay, E Detachment NCOIC (TPU), Alpha Company, 1-169th Aviation Regiment

Sergeant Samuel Hubbard, Company Standardization Instructor and ASF Employee (MILTECH), Alpha Company, 1-169th Aviation Regiment

Sergeant Jeffrey Cox, UH-60 Flight Instructor (TPU), Alpha Company, 1-169th Aviation Regiment

Sergeant Philip Tarvin, UH-60 Crewchief (TPU), Alpha Company, 1-169th Aviation Regiment

Major General Gregory Lusk, The Adjutant General of North Carolina

Major General Robert Livingston Jr., The Adjutant General of South Carolina

Major General Glenn Curtis, The Adjutant General of Louisiana

Major General (retired) Cornell Wilson Jr, North Carolina Military Affairs Advisor

Command Sergeant Major John Swart, Command Senior Enlisted Leader, North Carolina Army National Guard

Chief Warrant Officer 5 James Herring, Command Chief Warrant Officer, North Carolina Army National Guard

Colonel Bernard Williford, Commander, 113th Sustainment Brigade

Colonel Ephraim Grubbs, Commander, 60th Troop Command

Colonel Luke Burnett, Commander, 130th Maneuver Enhancement Brigade

Captain Kofi Adih, Plans Officer, 518th Sustainment Brigade

Captain Joseph Gorgacz, Engineer Officer, 518th Sustainment Brigade

Ms. Kim Barnes, Deputy State Director for U.S. Senator Thom Tillis, North Carolina

Mr. Jack Rostetter, Chief Executive Officer, Chamber of Commerce, Fayetteville, North Carolina

Mr. Steve Mannell, Chairman, Chamber of Commerce Military Affairs, Fayetteville, North Carolina

Mr. Rodney Maddox, Chief Deputy Secretary, North Carolina Secretary of State

Mr. Ted Vorhees, City Manager, Fayetteville, North Carolina

Mr. Mike Moose, North Carolina Chapter, Reserve Officers' Association

Mr. Jimmy Keefe, Commissioner, Cumberland County, North Carolina

Mr. Imam Eronomy Mohammed Smith, private citizen

Major General Rodney Anderson, U.S. Army Retired

Mr. Asher Hildebrand, Chief of Staff for U.S. Representative David Price, 4th Congressional District, North Carolina

Mr. Tad Davis, private citizen

Mr. Chris Carter, Deputy Chief of Staff for U.S. Representative Richard Hudson, 8th Congressional District, North Carolina

Chief Warrant Officer 5 Rick Comer, North Carolina Army National Guard

Chief Warrant Officer 4 Thomas McAuliffe, Brigade Standardization Pilot

Chief Warrant Officer 4 Christopher Wilson, Battalion Standardization Pilot, 1-130th Attack Reconnaissance Battalion

Chief Warrant Officer 4 Kurt Cunningham, Battalion Master Gunner, 1-130th Attack Reconnaissance Battalion

Chief Warrant Officer 4 John Piland, Battalion Aviation Maintenance Officer, 1-130th Attack Reconnaissance Battalion

Chief Warrant Officer 4 Austin Norris, Battalion Master Gunner and Standardization Pilot

Chief Warrant Officer 2 George Protzman, Company A Standardization Pilot, 1-151st Attack Reconnaissance Battalion

Major Mark Vanveldhuizen, Battalion Operations Officer, 1-130th Attack Reconnaissance Battalion

Staff Sergeant Breann Williamson, Signal Support Specialist, 492nd Signal Company

Sergeant James Warren, Supply Sergeant, 492nd Signal Company

First Lieutenant Michael Ashburn, Commander, 1006th Quartermaster Company

Second Lieutenant Esponinisa Eatmon, Platoon Leader, 1006th Quartermaster Company

Specialist First Class John Evers, Food Service Specialist, 1006th Quartermaster Company

Sergeant Jamason Campbell, Motor Transport Operator, 1006th Quartermaster Company

Sergeant Shamari Carmen, Automated Logistical Specialist, 1006th Quartermaster Company

Specialist Stephanie Lanham, Human Resources Specialist, 1006th Quartermaster Company

Major Alexia Fields, Civil Affairs Psychological Operations Command

Captain Robert Villa, Unit Administrator, Civil Affairs Psychological Operations Command

Staff Sergeant Chatchai Brunosky, Civil Affairs Psychological Operations Command

Sergeant Jonathan Watkins, Student, Civil Affairs Psychological Operations Command

Mr. Raymond Silva, Chief of Readiness, Civil Affairs Psychological Operations Command

Captain Norian Medina, Student, Civil Affairs Psychological Operations Command

Master Sergeant Richard Trujillo, Civil Affairs Psychological Operations Command

Staff Sergeant Daniel Thomas, Civil Affairs Psychological Operations Command

First Lieutenant Vanessa McCormick, Course Manager, 6-108th Military Intelligence Battalion (USAR)

Captain Jeremy Vantress, Battalion S-1, 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Son Joi Brantley, Battalion S-1 NCOIC, 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Nicole Dial, Battalion S-3 ATRRS NCO, 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Christopher Lytle, Instructor (MOS 35L), 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Oswaldo Ramos Ortiz, Instructor (MOS 35M), 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Tyra Supranovich, Instructor (MOS 35M), 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Amanda Wenk, Instructor (MOS 35F), 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Derek Williams, Instructor (MOS 35M), 6-108th Military Intelligence Battalion (USAR)

Staff Sergeant Bradley Cox, Instructor (MOS 35L), 6-108th Military Intelligence Battalion (USAR)

Command Sergeant Major Jerry Martin, Command Sergeant Major, 139th Regiment

Major Christina Gilroy, Commander, Regional Training Site-Maintenance, 139th Regiment

Chief Warrant Officer 4 William Horne, OIC/Director/Senior Instructor, Regional Training Site-Maintenance, 139th Regiment

Master Sergeant James Alexander, NCOIC/Chief Instructor, Regional Training Site-Maintenance, 139th Regiment

ADJUTANT GENERALS ASSOCIATION OF THE UNITED STATES CONFERENCE, ATLANTA, GEORGIA, JUNE 15

Major General Donald P. Dunbar, The Adjutant General of Wisconsin

Major General Daniel R. Hokanson, The Adjutant General of Oregon

Major General Edward Tonini, The Adjutant General of Kentucky

AVIATION SUBCOMMITTEE MEETINGS, ARLINGTON, VIRGINIA, JUNE 17

Mr. Bradley Pippin, Director, TRAC-FLVN, TRADOC Analysis Center, Training & Doctrine Command

APPENDIX G: TESTIMONIES AND COMMENTS

Mr. Russell Shim, Modeling Analyst, TRADOC Analysis Center, Training & Doctrine Command

Mr. Westin Castenberg, Modeling Analyst, TRADOC Analysis Center, Training & Doctrine Command

Mr. Edward Koucheravy, Director, Land Forces Division, Cost Assessment & Program Evaluation Office, Office of Secretary of Defense Legislative Affairs

Colonel John J. Lindsay, HQDA G-3/5/7 Aviation Directorate

Colonel J. Ray Davis, National Guard Bureau (NGB) Aviation Directorate

CLOSED MEETING, ARLINGTON, VIRGINIA, JUNE 17

Mr. Bruce Busler, Director, Joint Distribution Process Analysis Center & Army Transportation Engineering Agency, U.S. Transportation Command

Dr. Jamie Morin, Director, Cost Assessment & Program Evaluation Office, Office of the Secretary of Defense

Mr. Bryan Paarmann, Deputy Assistant Director, Counter Terrorism Division & National Counter Terrorism Center, Federal Bureau of Investigation

Ms. Jennifer Turner, Group Chief, Directorate of Intelligence, Federal Bureau of Investigation

Admiral William E. Gortney, Commander, U.S. Northern Command

Lieutenant General Perry Wiggins, Commander, U.S. Army North

Mr. Robert Salesses, Deputy Assistant Secretary of Defense for Homeland Defense, Integration & Defense Support of Civil Authorities

Lieutenant General Timothy J. Kadavy, Director, Army National Guard

OPEN MEETING, ARLINGTON, VIRGINIA, JUNE 18

General (retired) Gordon R. Sullivan, President, Association of the United States Army

Chief Master Sergeant (retired) John Harris, President, Enlisted Association of the National Guard of the United States

Major General William D. Waff, Chairman, Army Reserve Forces Policy Committee

Major General Thomas A. Horlander, Deputy Assistant Secretary of the Army for Budget

Major General John Ferrari, Director, Program Analysis & Evaluation, HQDA G-8

Colonel (retired) Thomas Hueg, President, Department of Virginia, Reserve Officers Association

FORCE GENERATION SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA JUNE 18

Lieutenant Colonel Richard Johnson, Plans & Policy, HQDA G-35

Mr. Earnest Boyd, Branch Chief, Force Provider Division, Forces Command

INSTITUTIONAL SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, JUNE 18

Mr. Mike Bush, Acting Division Chief, Force Accounting & Documentation, HQDA G-3/5/7 Force Management

Major Kevin Larrabee, Deployment & Enablers Division, Center for Army Analysis, HQDA G-8

Mr. Jack Zeedo, Center for Army Analysis Institute for Defense Analyses (CAA)

Brigadier General (retired) Robin Mealer, Director, U.S. Army Manpower Analysis Agency

FORT HOOD, AUSTIN & HOUSTON, TEXAS SITE VISITS, JULY 9-10

Lieutenant General Sean MacFarland, Commanding General, III Corps & Fort Hood, Texas

Major General Michael A. Bills, Commanding General, 1st Cavalry Division

Colonel John DiGiambattista, Commander, 1st Armored Brigade Combat Team, 1st Cavalry Division

Colonel Cameron Cantlon, Commander, 3rd Cavalry Regiment

Colonel James C. Markert, Chief of Staff, III Corps & Fort Hood

Colonel Adam Lange, G-3 Air, III Corps

Brigadier General Michael Dillard, Commanding General, 310th Expeditionary Sustainment Command

Brigadier General Kenneth D. Jones, Commanding General, 4th Expeditionary Sustainment Command

Colonel Christopher Beaudoin, Commander, Fort Hood Mobilization Brigade
 Lieutenant Colonel William Rockefeller III, Commander, 2-12th Cavalry Regiment
 Major General Jeffrey N. Colt, Commanding General, First Army, Division West
 Command Sergeant Major Patrick Akuna, Jr., Command Sergeant Major, First Army, Division West
 Colonel John Leffers, Chief of Staff, First Army, Division West
 Colonel Randall Wickman, Commander, 189th Infantry Brigade, First Army, Division West
 Colonel Daniel Hurlbut, Commander, 120th Infantry Brigade, First Army, Division West
 Lieutenant Colonel George Hodges, G-3 Plans, First Army, Division West
 Lieutenant Colonel Oscar Pintado, Deputy Chief of Staff G3, First Army, Division West
 Lieutenant Colonel Sean Smith, Chief of Operations G3, First Army, Division West
 Chief Warrant Officer 5 James O’Gorman, 120th Infantry Brigade, First Army, Division West
 Mr. Chip Hickman, Mobilization Officer, G-3, First Army, Division West
 Mr. Jeff Kramer, Training Officer, G-3, First Army, Division West
 Colonel Jeffery Thompson, Commander, 1st Air Cavalry Brigade
 Command Sergeant Major Sean M. Dunn, Command Sergeant Major, 1st Air Cavalry Brigade
 Major Matthew R. Minear, Operations Officer, 1st Air Cavalry Brigade
 Major James G. Campbell, Assistant G3 Air, 1st Cavalry Division
 Captain Kyle Rogers, Fox Company, 227th Aviation Regiment
 Major General James Young Jr., Commanding General, 75th Training Command
 Colonel (retired) George Penrod, Chief Executive Officer, 75th Training Command
 Captain Rafael Perez, Supervisory Staff Administrator, 75th Training Command
 First Sergeant Sabrina Aja, 75th Training Command
 Major Tyson Voelkel, 75th Training Command
 Chief Warrant Officer 3 Timothy Taite, 75th Training Command

Sergeant Valerie Wilhoite, 75th Training Command
 Captain Renee Taylor, Aide-de-Camp, 75th Training Command
 Mrs. Scheyda Stasik, Family Programs Director, 75th Training Command
 Mr. Eric Hopkins, IT Specialist, 75th Training Command
 Master Sergeant Patricia White, 75th Training Command,
 Sergeant First Class Carlos Gutierrez, 75th Training Command
 First Lieutenant Christian Bionat, 75th Training Command
 Chief Warrant Officer 3 Elmer Brewer, 75th Training Command
 Major General William Smith, Deputy Adjutant General of Texas
 Colonel James “Bo” Kenyon, Commander, 36th Combat Aviation Brigade
 Colonel Richard P. Adams, State Aviation Officer, Texas Army National Guard
 Colonel Stanley Jones, Commander, Ellington Field Joint Readiness Base & 147th Reconnaissance Wing, Texas Air National Guard
 Lieutenant Colonel Nigel Atkins, Commander, 147th Air Support Operating Squadron, Texas Air National Guard
 Lieutenant Colonel Robert T. Jarrett Jr, Executive Officer, 36th Combat Aviation Brigade
 Lieutenant Colonel Derrek Hryhorchuk, Commander, Houston Army Aviation Support Facility, Texas Army National Guard
 Major Scott P. Nicholas, Commander, 1-149th Attack Reconnaissance Battalion
 Chief Warrant Officer 5 Stephen P. White, Battalion Maintenance Officer, 1-149th Attack Reconnaissance Battalion
 Lieutenant Colonel Edmund Naughton, Commander, 1-158th Attack Reconnaissance Battalion
 Major Derrick Hart, Executive Officer, 1-158th Attack Reconnaissance Battalion
 First Lieutenant Nathaniel Guthrie, Commander, Alpha Company, 1-158th Attack Reconnaissance Battalion
 Major Marisol Chalas, S-3, 1-158th Attack Reconnaissance Battalion
 Chief Warrant Officer 4 Melvin DeJesus, 1-158th Attack Reconnaissance Battalion
 Chief Warrant Officer 3 James Villareal, 1-158th Attack Reconnaissance Battalion

APPENDIX G: TESTIMONIES AND COMMENTS

Chief Warrant Officer 2 Holly Donica, 1-158th Attack Reconnaissance Battalion
Staff Sergeant Angel Melendez, S-3 NCOIC, 1-158th Attack Reconnaissance Battalion
Sergeant Taniqua Grant, Training NCO, 1-158th Attack Reconnaissance Battalion
Sergeant First Class David Rodriguez, Training NCO, Echo Company, 1-158th Attack Reconnaissance Battalion
Sergeant First Class Lowell Tack, 1-158th Attack Reconnaissance Battalion
Specialist Michael Valladares, 1-158th Attack Reconnaissance Battalion
Mr. James Lynch, Facility Supervisor, Army Reserve Aviation Support Facility-Conroe, Texas
Staff Sergeant Juan Gonzalez, Maintenance Supervisor, Army Reserve Aviation Support Facility-Conroe, Texas
The Honorable Greg Abbott, Governor of Texas
Major General John Nichols, The Adjutant General of Texas
Major General Robbie Asher, The Adjutant General of Oklahoma
Major General Lester Simpson, Commanding General, 36th Infantry Division
Colonel Greg Barrow, G-3 Training, Plans & Operations, Texas Army National Guard
Lieutenant Colonel Max Krupp, Commander, 1-143 Infantry Regiment (Airborne)
Major General (retired) Darren Owens
Colonel (retired) Mark Campsey
Colonel (retired) Cindy Smith
Mr. Anthony Triola, aide for REP John Carter
Ms. Candis Martin, Army Reserve Ambassador
Lieutenant General (retired) Dave Palmer
Lieutenant General (retired) Paul Funk, U.S. Army
Lieutenant General (retired) Pete Taylor
Command Sergeant Major (retired) Joe Gainey
Colonel (retired) Kenneth J. Crawford
Colonel (retired) John White
General (retired) Robert Shoemaker
Mr. Scott Cospers, Mayor of the City of Killeen and Vice Chairman of the Killeen Temple Metropolitan Planning Organization (KTMPO)
Dr. John Craft, Superintendent of Schools for Killeen Independent School District

Dr. Marc Nigliazzo, President Texas AM
Colonel (retired) John L. Ballantyne, Chief Operating Officer, Military Child Education Coalition
Mr. Glenn Morrison, Killeen City Manager
Dr. Don Daniels, MD, Metroplex Health System
Ms. Susan Kamas, Executive Director of Workforce Solutions of Central Texas
Mr. Bill Parry, the City Manager of the City of Gatesville, Texas

ENGAGEMENT WITH MAJOR GENERAL ARNOLD PUNARO, USMCR (RET.), ARLINGTON, VIRGINIA, JULY 13

Major General (retired) Arnold Punaro, USMCR

OPERATIONAL SUBCOMMITTEE MEETING, WASHINGTON, D.C., JULY 14

Lieutenant General (retired) David Barno, American University
Colonel (retired) Dr. Douglas MacGregor, Burke-MacGregor, LLC
Colonel (retired) Dr. Gian Gentile, Center for Strategic & International Studies
Dr. Nora Bensahel, American University
Dr. Nadia Schadow, Center for Strategic & International Studies
Mr. Frank Hoffman, Center for Strategic & International Studies

FORT MEADE, MARYLAND SITE VISIT, JULY 14

Colonel Tim Newsome, Chief of Staff, First Army, Division East
Colonel Michael Shrout, Operations Officer, First Army, Division East
Major Stephanie Lawrence, Staff Officer, First Army, Division East
Major General Phillip Churn, Commanding General, 200th Military Police Command
Brigadier General Marianne Garcia, Deputy Commanding General, 200th Military Police Command
Colonel Eric Folkestad, Office, Chief of the Army Reserve
Colonel Robert Dinenna, G-3, 200th Military Police Command

Command Sergeant Major Craig Owens, Command Sergeant Major, 200th Military Police Command

Major General Linda Singh, The Adjutant General of Maryland

Major General Timothy Williams, The Adjutant General of Virginia

Colonel Sean Casey, Director, Joint Staff, Joint Force Headquarters-Maryland

Colonel Charles Kohler, Public Affairs Officer, Joint Force Headquarters-Maryland

Lieutenant Colonel Drake McGraw, Commander, 32nd Civil Support Team

Major James Sheldon, Executive Officer for The Adjutant General of Virginia

First Sergeant Sergio Alcantara, 32nd Civil Support Team

Staff Sergeant Montgomery – Public Affairs NCO, Fort Meade, Maryland

CLOSED MEETING, ARLINGTON, VIRGINIA, JULY 15

General Philip Breedlove, Commander, U.S. European Command (USEUCOM) and NATO Supreme Allied Commander Europe

Lieutenant General William Garrett, Deputy Commander, U.S. European Command (USEUCOM)

Major General Michael Garrett, Chief of Staff, U.S. Central Command (USCENTCOM)

General David Rodriguez, Commander, U.S. Africa Command (USAFRICOM)

Mr. Daniel Feehan, Deputy Assistant Secretary of Defense (Readiness)

Dr. Jamie Morin, Director, Cost Assessment & Program Evaluation Office, Office of the Secretary of Defense (CAPE)

Lieutenant General Joseph Anderson, Deputy Chief of Staff G-3/5/7, HQDA

FORCE GENERATION SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, JULY 15

Mr. Edward Agee, Chief Materiel Integration, Material Command

Mr. Greg Singleton, Liaison Officer, Material Command

Mr. Paulus Hay, Logistics Management Specialist, HQDA G-4

Mr. Robert Grundy, Logistics Management Specialist, HQDA G-4

Chief Warrant Officer 4 Onedia S. Clark, Senior Mobility Warrant Officer, HQDA G-4

OPEN MEETING, ARLINGTON, VIRGINIA, JULY 16

The Honorable Debra S. Wada, Assistant Secretary of the Army for Manpower & Reserve Affairs

Major General (retired) Arnold Punaro, USMCR

Mr. Ben Banchs, Business Manager, Laborers International Union of North America, National Guard Council 1776

INSTITUTIONAL SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, JULY 16

Ms. Jeanne Brooks, Director, Technology & Business Architecture Integration, HQDA G-1

Mr. David Paschal, Deputy Director Operations, G-3/5/7, Training & Doctrine Command

Colonel Christopher Croft, Director, Center for Army Leadership, Combined Arms Center, TRADOC

Colonel Michael Harlan, Director, Department of Logistics & Resource Operations, Combined Arms Center, TRADOC

AVIATION SUBCOMMITTEE MEETINGS, ARLINGTON, VIRGINIA, JULY 16

Major General Michael Lundy, Commanding General, Aviation Center of Excellence

Colonel Ken Hawley, Chief, Aviation Division, Forces Command

Mr. Jack Parkhurst, Deputy Chief, Aviation Division, Forces Command

Mr. Josh Klimas, Policy Researcher, RAND Corporation

ENGAGEMENT WITH THE SENATE ARMED SERVICES COMMITTEE PROFESSIONAL STAFF, WASHINGTON, D.C., JULY 17

Mr. Jim Hickey, Professional Staff Member, U.S. Senate Armed Services Committee

Ms. Jody Bennett, Professional Staff Member, U.S. Senate Armed Services Committee

APPENDIX G: TESTIMONIES AND COMMENTS

OPERATIONAL SUBCOMMITTEE ENGAGEMENT, WASHINGTON, D.C., JULY 20-21

Major General Kyoung Soo Shin, Defense Attaché, Embassy of the Republic of Korea

Colonel Masashi Yamamoto, Military Attaché, Embassy of the Japan

Mr. Kyosuke Matsumoto, Counselor, Embassy of the Japan

FORT KNOX, FORT CAMPBELL, KENTUCKY & CAMP ATTERBURY, INDIANA SITE VISITS, JULY 20-21

Major General Peggy C. Combs, Commanding General, Cadet Command

Colonel Sean A. Gainey, Deputy Commanding Officer, Cadet Command

Command Sergeant Major Gabriel Arnold, Command Sergeant Major, Cadet Command

Colonel BJ Constantine, Chief of Staff, Human Resource Command

Colonel Randall L. Haws, Deputy Chief of Staff-Operations, Human Resource Command

Command Sergeant Major Charles E. Smith, Command Sergeant Major, Human Resource Command

Mr. David Martino, Officer Personnel Management Director, Human Resource Command

Mr. Freddie Blakely, Deputy Director, Personnel Information Systems, Human Resource Command

Major General Jeffrey Snow, Commanding General, Recruiting Command

Brigadier General Troy D. Kok, Deputy Commanding General-Support, Recruiting Command

Colonel Donna W. Martin, Deputy Commanding General-Operations, Recruiting Command

Command Sergeant Major Willie C. Clemmons, Command Sergeant Major, Recruiting Command

Colonel Brian Bassett, Chief of Staff, Recruiting Command

Colonel Terrence Murrill, Commandant, Recruiting/Retention School, Recruiting Command

Brigadier General Aaron T. Walter, Deputy Commanding General, 84th Training Command

Command Sergeant Major Thomas Jennings, Command Sergeant Major, 84th Training Command

Colonel Kenneth G. Holley, Operations Officer, Cadet Command /104th Training Command

Lieutenant Colonel Andreas McGhee, 84th Training Command

Chief Warrant Officer 2 Orlando Freeman, 84th Training Command

Sergeant First Class Pamela Jackson, 104th Training Command

Staff Sergeant Michael Stoddard, 104th Training Command

Corporal Henry Quinones-Ayala, 104th Training Command

Major General Edward W. Tonini, The Adjutant General of Kentucky

Major General David C. Wood, Commanding General, 38th Infantry Division

Brigadier General Charles Jones, Deputy Adjutant General of Kentucky

Brigadier General Benjamin F. Adams III, Director, Joint Staff, Joint Force Headquarters-Kentucky

Major General Omer "Clif" Tooley, Jr, Commander, Atterbury-Muscatatuck Center for Complex Operations

Colonel Ronald Westfall, Director, Joint Staff, Joint Force Headquarters-Indiana

Captain Morgan Seitz, Director of Plans & Integration, Camp Atterbury, Indiana

Colonel Rodney Babb, Commander, 138th Regiment-Indiana National Guard Regional Training Institute

Command Sergeant Major James Forbes II, Command Sergeant Major, 138th Regiment-Indiana National Guard Regional Training Institute

Major General Jeffrey Holmes, Deputy Adjutant General of Tennessee

Brigadier General Tommy H. Baker, Assistant Adjutant General of Tennessee

Colonel Darrell Darnbush, Commander, 278th Armored Cavalry Regiment

Command Sergeant Major Daniel Jennings, Command Sergeant Major, 278th Armored Cavalry Regiment

Major General Gary Volesky, Commanding General, 101st Airborne Division

Brigadier General Steve Gilland, Deputy Commanding General-Operations, 101st Airborne Division

Colonel Valery C. Keaveny, Jr., Chief of Staff, 101st Airborne Division

Command Sergeant Major Gregory F. Nowak, Command Sergeant Major, 101st Airborne Division

Colonel James R. Salome, Garrison Commander, Fort Campbell
 Colonel Kyle J. Marsh, Commander, 101st Division Artillery
 Command Sergeant Major Carl Fagan, Command Sergeant Major, 101st Division Artillery
 Colonel Brett G. Sylvia, Commander, 502nd Infantry Regiment
 Command Sergeant Major John A. Brady, Command Sergeant Major, 502nd Infantry Regiment
 Colonel J.B. Vowell, Commander, 187th Infantry Regiment
 Colonel Kimberly J. Daub, Commander, 101st Sustainment Brigade
 Lieutenant Colonel Joseph Halloran, Commander, 2-320th Field Artillery Regiment
 Lieutenant Colonel Marc Cloutier, Commander, 1-187th Infantry Battalion
 Lieutenant Colonel Patrick Harkins, Commander, 3-187th Infantry Battalion
 Lieutenant Colonel Kurt Smith, Commander, 2-506th Infantry Battalion
 Command Sergeant Major James R. Basham, Command Sergeant Major, 1-502nd Infantry Battalion
 Lieutenant Colonel Nikolaus Guran, Commander, 101st Headquarters & Headquarters Battalion

**ENGAGEMENT WITH HOUSE APPROPRIATIONS
 COMMITTEE ON DEFENSE (HAC-D)
 PROFESSIONAL STAFF, WASHINGTON, D.C.,
 JULY 24**

Mr. Paul Terry, Professional Staff Member, Appropriations Defense Committee, U.S. House of Representatives

**NATIONAL GOVERNORS ASSOCIATION
 MEETING, WHITE SULPHUR SPRINGS,
 WEST VIRGINIA, JULY 24**

The Honorable Terry Branstad, Governor of Iowa
 The Honorable Bill Walker, Governor of Alaska
 The Honorable Pat McCrory, Governor of North Carolina
 The Honorable Asa Hutchinson, Governor of Arkansas
 The Honorable Doug Ducey, Governor of Arizona
 The Honorable Jack Markell, Governor of Delaware

The Honorable Jeremiah Nixon, Governor of Missouri
 The Honorable Mary Fallin, Governor of Oklahoma
 The Honorable Dennis Daugaard, Governor of South Dakota
 The Honorable Robert Bentley, Governor of Alabama
 The Honorable Jack Dalrymple, Governor of North Dakota
 The Honorable Steven Beshear, Governor of Kentucky
 The Honorable Kate Brown, Governor of Oregon
 The Honorable Steve Bullock, Governor of Montana
 The Honorable Earl Ray Tomblin, Governor of West Virginia
 The Honorable Matthew Mead, Governor of Wyoming
 The Honorable Maggie Hassan, Governor of New Hampshire
 The Honorable Richard Herbert, Governor of Utah
 The Honorable John Hickenloope, Governor of Colorado
 The Honorable Terry McAuliffe, Governor of Virginia
 The Honorable Gina Raimondo, Governor of Rhode Island
 The Honorable Dan Malloy, Governor of Connecticut
 Ms. Virginia Johnson, Director of Federal Relations, Office of the Governor, State of North Carolina
 Major General James Hoyer, The Adjutant General of West Virginia
 Major General Michael McGuire, The Adjutant General of Arizona
 Command Sergeant Major Chris Belford
 Sergeant Major Alex Coy
 Master Sergeant Dennis Riggs
 Command Sergeant Major William “Tom” Edmunds, Command Sergeant Major, Joint Interagency Training & Education Center, West Virginia Army National Guard
 Master Sergeant Jeff Wales
 Lieutenant Colonel Greg Grant
 Major Wallie Hatfield
 Major Robert Kincaid
 Mr. Bill Suver
 Master Sergeant Angie Coleman
 Lieutenant Colonel Kevin Ray
 Staff Sergeant Bradley Convrey
 Captain Jason Freeman
 Sergeant Sean Courtney
 Lieutenant Colonel Patrick Chard
 Staff Sergeant Katie Nesselrodt
 Sergeant Rob Cunningham

APPENDIX G: TESTIMONIES AND COMMENTS

GERMANY SITE VISITS, JULY 28-30

Lieutenant General Fredrick Hodges, Commanding General, U.S. Army Europe
General (retired) George Joulwan, Former Supreme Allied Commander Europe
Major General William Gayler, Deputy Commanding General, U.S. Army Europe
Brigadier General Markus Laubenthal (German Army), Chief of Staff, U.S. Army Europe
Command Sergeant Major Sheryl Lyon, Command Sergeant Major, U.S. Army Europe
Brigadier General John Hort, G-3, U.S. Army Europe
Colonel Rob Dixon, U.S. Army Europe
Mrs. Cathy Vandermaarel, U.S. Army Europe
Captain Herman Wu, U.S. Army Europe
Ms. Stephanie Otto, U.S. Army Europe
Lieutenant Colonel James Brady, U.S. Army Europe
Brigadier General Arian Deblieck, Commanding General, 7th Civil Support Command
Brigadier General Timothy Daughtery, Deputy Commanding General, 4th Infantry Division
Colonel Willburn Williams, Deputy Chief of Staff, U.S. Army Europe
Colonel Laura Potter, G-2, U.S. Army Europe
Colonel Edward Burke, G-4, U.S. Army Europe
Colonel David Pendall, Commander, 66th Military Intelligence Brigade
Colonel Vincent Torza, Commanding Generals' Executive Officer, U.S. Army Europe
Major General Darryl Williams, Commanding General, U.S. Army Africa
Mr. John Frame, G-5, U.S. Army Africa
Mr. Jim McMillian, G-5, U.S. Army Africa
Mr. Jim Motties, G-7, U.S. Army Africa
Colonel Dickson, G-5, U.S. Army Africa
Major General Duane Gamble, Commanding General, 21st Theater Sustainment Command
Command Sergeant Major Rodney Rhoades, Command Sergeant Major, 21st Theater Sustainment Command
Mr. Dan McCormack, G-3 Staff, U.S. Army Europe
Colonel Todd S. Beatulis, Commander, 405th Army Field Support Brigade

Lieutenant Colonel Steven Schultz, Commander, Field Support Battalion, 405th Army Field Support Brigade
Colonel Adam Loveless, Chief of Staff, 7th Army Joint Multinational Training Command
Lieutenant Colonel Jennifer L. Schulke, Executive Officer, 10th Army Air & Missile Defense Command (AAMDC)
Brigadier General Norvell V. Coots, MD, Commander, Regional Health Command Europe & Command Surgeon, U.S. Army Europe
First Lieutenant Daniel Miller, Aide-de-Camp, Regional Health Command Europe
Command Sergeant Major William O'Neal, Command Sergeant Major, Regional Health Command Europe
Lieutenant Colonel Phil Mazingo, Commander, 4th Battalion, 3rd Aviation Regiment
Major Luke Chivers, S-3, 12th Combat Aviation Brigade
Colonel Jimmie Hall, Commander; 5th Signal Command
Command Sergeant Major Harry Mercado, Command Sergeant Major, 5th Signal Command
First Sergeant Matthew McLeod, acting Command Sergeant Major, 4/3 Assault Helicopter Battalion

CAMP SHELBY, MISSISSIPPI SITE VISIT, AUGUST 4

The Honorable Phil Bryant, Governor of Mississippi
The Honorable Trent Kelly, U.S. Representative, 1st Congressional District, Mississippi
Lieutenant General Joseph Lengyel, Vice Chief, National Guard Bureau
Major General Augustus Collins, The Adjutant General of Mississippi
Major General William Hill, Assistant Adjutant General (Air) of Mississippi
Brigadier General Jessie Robinson, Assistant Adjutant General (Army) of Mississippi
Brigadier General Allen Brewer, Joint Staff Director, Joint Force Headquarters-Mississippi
Colonel Jeffrey P. Van, Commander, 155th Armored Brigade Combat Team
Colonel Matthew VanWagener, Commander, 3rd Armored Brigade Combat Team, 1st Cavalry Division
Colonel Brandon Robins, Commander, 177th Armor Brigade, First Army

Colonel Dane Powell, Aviation Safety Officer, Joint Staff, Joint Force Headquarters-Mississippi

Colonel Amos Parker, Commander, 154th Regiment-Mississippi National Guard Regional Training Institute

Colonel Greg Michel, Garrison Commander, Camp Shelby, Mississippi

Lieutenant Colonel James Haynie, Commander, 1-185th Attack Reconnaissance Battalion

Brigadier General Wendul Hagler, Special Assistant to the Director, Army National Guard

Mr. Dave Norton, Exercise Director, Exportable Combat Training Center

OPERATIONAL SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, AUGUST 13

Colonel Kajari Klettenberg, Defense Attaché, Embassy of Estonia

Lieutenant General Robert Brown, Commanding General, Combined Arms Center, Training & Doctrine Command

Lieutenant General Mary Legere, Deputy Chief of Staff G-2, HQDA

Lieutenant General H.R. McMaster, Deputy Commanding General, Futures & Director, Army Capabilities Integration Center, Training & Doctrine Command

Mr. Mike Pappas, Senior Advisor, Intelligence Capabilities & Requirements, HQDA G-2

Mr. David J. Clark, Foreign Intelligence Technical Advisor, HQDA G-2

Major General William Hix, Deputy Chief of Staff G-3/5/7 Strategy, Department of the Army

AVIATION SUBCOMMITTEE MEETINGS, ARLINGTON, VIRGINIA, AUGUST 17-18

Mr. Josh Klimas, Policy Researcher, RAND Corporation

Mr. Bradley Pippin, Director, TRAC-FLVN, TRADOC Analysis Center, Training & Doctrine Command

Colonel Walter Rugen, Director, Aviation Force Development, HQDA G-8

Mr. Bill Pardue, Deputy Director, Aviation Force Development, HQDA G-8

Lieutenant Colonel John Cochran, Aviation Force Development, HQDA G-8

Mr. Mark Riddle, UH-60 Staff Synchronization Officer, Aviation Force Development, HQDA G-8

Mr. James St. Amour, AH-64 Staff Synchronization Officer, Aviation Force Development, HQDA G-8

General (retired) Richard Cody, 31st Vice Chief of Staff of the Army & former Commander 101st Airborne Division

Lieutenant General (retired) Thomas Metz, former III Corps Commander

Major General (retired) Rudolph Ostovich III, former Commander, Aviation Center

Major General (retired) Jeffrey Schloesser, former Director of Army Aviation, HQDA & former commander 101st Airborne Division

FORCE GENERATION SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, AUGUST 18

Lieutenant General Michael Tucker, Commanding General, First Army

Mr. Chris Reddish, Chief, Strategy, Policy & Transformation Division, Forces Command

Mr. Dana Luton, Army Campaign Plan Integrator, Forces Command

CLOSED MEETING, ARLINGTON, VIRGINIA, AUGUST 17

Lieutenant General James McLaughlin, Deputy Commander, U.S. Cyber Command

Lieutenant General Edward Cardon, Commander, Army Cyber Command

General John Kelly, Commander, U.S. Southern Command

Lieutenant General Joseph DiSalvo, Deputy Commander, U.S. Southern Command

Admiral Harry B. Harris, Jr, Commander, U.S. Pacific Command

OPEN MEETING, ARLINGTON, VIRGINIA, AUGUST 18

Lieutenant General Anthony Crutchfield, Deputy Commander, U.S. Pacific Command

Lieutenant General James B. Laster, Director, U.S. Marine Corps Staff

APPENDIX G: TESTIMONIES AND COMMENTS

Major General Scott A. Vander Hamm, Assistant Deputy Chief of Staff Operations, U.S. Air Force

Rear Admiral Lawrence Jackson, Reserve Deputy Director, Warfare Integration Division, U.S. Navy

Major General H. Stacy Clardy III, Deputy Director, Force Management, Application & Support, Joint Staff J-8

Mr. Timothy Bonds, Vice President, RAND Army Research Division & Director, RAND Arroyo Center

Major General Glenn H. Curtis, President, Adjutant Generals Association of the United States

Ms. Andrea Peterson, Legislative Affairs Manager, National Guard Association of the United States

Lieutenant General Michael Tucker, Commanding General, First Army

Mr. Chris Reddish, Chief, Strategy, Policy & Transformation Division, Forces Command

Mr. Dana Luton, Army Campaign Plan Integrator, Forces Command

Colonel Mark Berglund, Chief, Force Management, National Guard Bureau

Major General Glenn Curtis, The Adjutant General of Louisiana & President, Adjutant Generals Association of the United States

Mr. Bradley Pippin, Director, TRAC-FLVN, TRADOC Analysis Center, Training & Doctrine Command

OPERATIONS SUBCOMMITTEE ENGAGEMENT, WASHINGTON, D.C., AUGUST 20

Brigadier General David Creagh, Defense Attaché, Embassy of Australia,

Ms. Sheridan Kearnan, Minister-Counselor (Defense Policy), Embassy of Australia,

Dr. Michael Lankowski, First Secretary (Defense Strategic Policy), Embassy of Australia

FORT IRWIN & LOS ALAMITOS, CALIFORNIA SITE VISITS, AUGUST 24-25

Major General Megan Tatu, Commanding General, 79th Theater Sustainment Command

Command Sergeant Major Ted Copeland, Command Sergeant Major, 79th Theater Sustainment Command

Chief Warrant Officer 5 Michael Hanten, Command Chief Warrant Officer, 79th Theater Sustainment Command

Colonel Anthony Francia, G-3, 79th Theater Sustainment Command

Colonel Arthur Turnier, Comptroller, 79th Theater Sustainment Command

Lieutenant Colonel David Sonnek, Inspector General, 79th Theater Sustainment Command

Lieutenant Colonel Mercedes Murillo, Assistant G-3, 79th Theater Sustainment Command

Major Henry Empeno, Commander, Headquarters & Headquarters Company, 79th Theater Sustainment Command

First Sergeant Shamika Copenhagen, Headquarters & Headquarters Company, 79th Theater Sustainment Command

Master Sergeant Joshua Troche, G-1, 79th Theater Sustainment Command

Sergeant Jesus Lopez, Headquarters & Headquarters Company, 79th Theater Sustainment Command

Mr. Jimmy Crisp, Security Specialist, 79th Theater Sustainment Command

Ms. Maurnike Stevenson, SHARP Program Manager, 79th Theater Sustainment Command

Major Joycelyn Magday, Scribe, 79th Theater Sustainment Command

Colonel Jan C. Norris, Garrison Commander, Fort Hunter-Liggett, California

Command Sergeant Major Tracy E. Barlogio, Command Sergeant Major, Fort Hunter-Liggett, California

Lieutenant Colonel David L. Phillips, Deputy Director, Plans, Training, Mobilization, & Security, Fort Hunter-Liggett, California

Colonel Bradley Upton, Deputy Commander, 91st Training Division

Major General David Baldwin, The Adjutant General of California

Major General Jefferson Burton, The Adjutant General of Utah

Major General Lawrence Haskins, Commanding General, 40th Infantry Division

Brigadier General John Lathrop, Deputy Commanding General, 40th Infantry Division

Command Sergeant Major William Clark Jr, Senior Enlisted Advisor to the Adjutant General of California

Colonel Laura Yeager, Chief of Staff, Joint Force Headquarters-California

Colonel Jeffrey Smiley, J-3, Joint Force Headquarters-California

Colonel Michael Leeney, Chief of Staff, 40th Infantry Division

Major Adam Rix, Operations Officer, 40th Infantry Division
 Chief Warrant Officer 5 Kenneth Jones, Instructor Pilot,
 1-211th Attack Reconnaissance Battalion
 Chief Warrant Officer 5 Chris Good, Instructor Pilot, 40th
 Combat Aviation Brigade
 Chief Warrant Officer 4 Stephen Rugg, Instructor Pilot,
 1-211th Attack Reconnaissance Battalion
 Chief Warrant Officer 4 Ryan Eyre, Instructor Pilot, 1-211th
 Attack Reconnaissance Battalion
 Chief Warrant Officer 4 Robert Williams, Instructor Pilot,
 1-211th Attack Reconnaissance Battalion
 Lieutenant Colonel Richard Mifsud, Commander, 1-160th
 Infantry Regiment
 Command Sergeant Major Sergio Porras, Command Sergeant
 Major, 1-160th Infantry Regiment
 Lieutenant Colonel Jilian Bond, Commander, 224th
 Sustainment Brigade
 Sergeant Major Gregory Silva, 746th Combat Sustainment
 Support Battalion
 Colonel Peter Cross, Commander, 49th Military Police Brigade
 Sergeant Major Cari Beetham, Operations Sergeant Major,
 49th Military Police Brigade
 Command Sergeant Major Rodney Plamondon, Command
 Sergeant Major, 1-184th Infantry Regiment
 Captain Manuel Arino, 40th Infantry Division
 Second Lieutenant Jawana McFadden, 40th Infantry Division
 Sergeant First Class Ben Nievera, 132nd Engineer Company
 (Multi-Role Bridge)
 Sergeant First Class Jose Garcia, 40th Infantry Division
 Master Sergeant Emily Toomey, 224th Sustainment Brigade
 Staff Sergeant Jeffrey Nelan, California Army National Guard
 Staff Sergeant Ian Tashima, 40th Infantry Division
 Mr. Andrew Wiktorowicz, Chairman, California Employer
 Support for the Guard & Reserve
 Mr. Gary Elliott, Under Sheriff for Solano County, California
 The Honorable Alan Lowenthal, U.S. Representative, 47th
 Congressional District, California
 Major General (retired) Dennis Kenneally, Council Member,
 Governor of California's Military Council
 Major General (retired) Mark McCarley
 Chief Robert Paoletti, Chief of Police, Redding, California
 Colonel (retired) Daniel Furtado, California Army Reserve
 Ambassador

Major General (retired) Paul Mock, National Chair for
 Employer Support for the Guard & Reserve
 Mr. Dean Grose, City Council Member, City of Los Alamitos,
 California
 Specialist Brendan Zachery, 224th Sustainment Brigade
 Lieutenant Colonel (retired) Dr. Milton D. Houghton
 Captain Gerrelaine Alcordo, 40th Infantry Division
 Colonel (retired) Alfred Diaz, Reserve Officer Association of
 the United States
 Major General (retired) Robert Grant
 Staff Sergeant (retired) Emmett Spraktes
 Colonel Clay Garrison, Commander, 144th Fighter Wing,
 California Air National Guard
 Colonel Mark Van Dyke, Commander, 1106th Theater
 Aviation Sustainment Maintenance Group (TASM-G),
 California Army National Guard (CAARNG)
 Major General Joseph Martin, Commanding General, National
 Training Center and Fort Irwin
 Colonel David Lesperance, Chief, Operations Group, National
 Training Center
 Colonel Matthew Moore, National Training Center
 Colonel Clark Michaud, National Training Center
 Lieutenant Colonel Paul Cunningham, National Training
 Center
 Major Ian Lauer, National Training Center
 Command Sergeant Major Noe Salinas, National Training
 Center
 Brigadier General Mark Malanka, Deputy Commanding
 General, 40th Infantry Division
 Lieutenant Colonel Ray Hoefflein, Chief of Operations, 40th
 Infantry Division
 Colonel Russell Johnson, Commander, 116th Cavalry Brigade
 Combat Team (116th ABCT)
 Command Sergeant Major Henry Chin, 116th Cavalry Brigade
 Combat Team (116th ABCT)
 Lieutenant Colonel Scott Nauman, NTC Senior Brigade
 Trainer, 116th Cavalry Brigade Combat Team (116th ABCT)
 Lieutenant Colonel Brian Dean, Commander, 3rd Squadron,
 116th ABCT, ORARNG
 Command Sergeant Major Ronald Bloker, 3rd Squadron,
 116th ABCT, ORARNG
 Lieutenant Colonel Michael Moreni, Commander, 1st
 Squadron, 163rd Cavalry Regiment, MTARNG

APPENDIX G: TESTIMONIES AND COMMENTS

Sergeant Natasha MacKenzie, Vulture Team Operations SGT,
NTC Urban Warfare Media Center

Major General Gary Saylor, The Adjutant General, Idaho
National Guard

Brigadier General John Goodale, Assistant TAG, Idaho
National Guard

Colonel Michael Garshak, Chief of Staff, Idaho Army National
Guard

Brigadier General Michael Stencil, Chief of Staff, Oregon
Army National Guard

Colonel William Pendergast, Commander, 41st Infantry
Brigade Combat Team

Brigadier General Kenneth Koon, Assistant TAG, Wisconsin
National Guard, and Deputy Commander, Division West, 1st
Army

MINNESOTA SITE VISIT, AUGUST 25-27

The Honorable Mark Dayton, Governor of Minnesota

Major General Richard Nash, The Adjutant General of
Minnesota

Major General Courtney Carr, The Adjutant General of
Indiana

Major General David A. Sprynczynatyk, The Adjutant General
of North Dakota

Major General Timothy Reisch, The Adjutant General of South
Dakota

Major General Donald P. Dunbar, The Adjutant General of
Wisconsin

Brigadier General Richard Hayes, The Adjutant General of
Illinois

Major General Neal Loidolt, Commanding General, 34th
Infantry Division

Major General Brian Harris, Commander, Task Force 51, U.S.
Army North

Major General Jonathon McCollum, Commanding General,
103rd Expeditionary Sustainment Command

Colonel John Rosnow, Commander, 644th Regional Support
Group & Minnesota Emergency Preparedness Liaison Officer

Colonel Kevin Olson, Public Affairs Officer, Joint Force
Headquarters-Minnesota

Colonel Scott St. Sauver, Garrison Commander, Camp Ripley
Training Center, Minnesota

Colonel Shawn Manke, Commander, 34th Combat Aviation
Brigade

Lieutenant Colonel Jeff Merricks, Executive Officer, 34th
Combat Aviation Brigade

Lieutenant Colonel Jess Ulrick, Secretary to the General Staff,
Minnesota Army National Guard

Major Jonathon Dotterer, Commander, Minnesota CBRNE
Enhanced Response Force Package (CERF-P)

Private Vaughn Austin, Minnesota CBRNE Enhanced
Response Force Package (CERF-P)

Mr. Ed Dankbar, Hazmat Officer, Canadian Pacific Rail
Emergency Response

Mr. Clem Schimikowski, Hazmat Officer, Canadian Pacific
Rail Emergency Response

Mr. Uli Seal, Task Force 1 Commander, Bloomington,
Minnesota Fire Department

Mr. Scott Vadnais, Task Force 1, Edna, Minnesota Fire
Department

Mr. Mike Pott, Task Force 1, South Metro Twin Cities,
Minnesota Fire Department

Mr. Ron Crosby, Systems & Scheduling Chief, Camp Ripley
Training Center, Minnesota

Major Pino, National Guard Bureau

ENGAGEMENT WITH THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL & READINESS, ARLINGTON, VIRGINIA, AUGUST 27

The Honorable Brad Carson, Acting Under Secretary for
Personnel & Readiness

OPERATIONAL SUBCOMMITTEE ENGAGEMENT, WASHINGTON, D.C., AUGUST 27-28

Brigadier General Abdelrahman Al Mazmi, Defense Attaché,
Embassy of the United Arab Emirates

Brigadier General James Illingworth, Military Attaché,
Embassy of the United Kingdom

OPERATIONAL SUBCOMMITTEE ENGAGEMENT, WASHINGTON, D.C., SEPTEMBER 1

Colonel Didier Gros, Military Attaché, Embassy of France

OPERATIONAL SUBCOMMITTEE ENGAGEMENT,
WASHINGTON, D.C., SEPTEMBER 3

Brigadier General Jarosław Stróżyk, Defense Attaché, Embassy of Poland

COLORADO SITE VISITS, SEPTEMBER 2-3

Major General H. Michael Edwards, The Adjutant General of Colorado

Major General Daryl Bohac, The Adjutant General of Nebraska

Major General Robbie Asher, The Adjutant General of Oklahoma

Major General Jefferson Burton, The Adjutant General of Utah

Brigadier General Thomas Bump, Land Component Commander-New Mexico Army National Guard

Brigadier General Pete Byrne, Commander, Joint Task Force-Centennial

Colonel Dave Burwell, Defense Coordinating Officer, Federal Emergency Management Agency Region 8

Colonel Gaylene Weber, Emergency Preparedness Liaison Officer, Region 8

Colonel James Bledsoe, Army Aviation Officer, Colorado Army National Guard

Colonel Kevin Kick, Special Projects, Colorado Army National Guard

Colonel Bobby Yandell, G-3, Oklahoma Army National Guard

Colonel John Harrison, Chief of Staff, Colorado Army National Guard

Lieutenant Colonel Shannon Espinoza, Senior Army Advisor Colorado Army National Guard

Lieutenant Colonel Scott Sherman, J-3, Joint Force Headquarters-Colorado

Lieutenant Colonel Chris Lowman, Deputy J-3, Joint Force Headquarters-Colorado

Major Kerry Davis, G-3 Operations, Colorado Army National Guard

Master Sergeant Luis Luna Rodriguez, J-3 NCO, Joint Force Headquarters-Colorado

Major Jason Stuchlik, J-35, Joint Force Headquarters-Colorado

Colonel James D. Bischoff, Commander, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center (PACOM JIOC ARE)

Lieutenant Colonel Jason Ball, Deputy Commander, PACOM JIOC ARE

Sergeant Major Gary Stockdale, PACOM JIOC ARE

Major Melvin Brown, Executive Officer, PACOM JIOC ARE

Chief Warrant Officer 5 Manuel Ramos, Senior All-Source Analyst, PACOM JIOC ARE

Lieutenant Colonel Kevin Schooner, Chief-Minneapolis Detachment, PACOM JIOC ARE

Master Sergeant Ryan Peterson, Senior NCO Imagery Analyst, PACOM JIOC ARE

Captain Charles Kelsey, Intelligence Officer, PACOM JIOC ARE

Sergeant Ana Nunez, Imagery NCO, PACOM JIOC ARE

Mr. Michael Lombard, Unit Administrator, PACOM JIOC ARE

Sergeant First Class Katherine Phelps, Senior Human Resource NCO, PACOM JIOC ARE

Master Sergeant Benjamin Prebble, Senior Imagery Analyst, PACOM JIOC ARE

The Honorable John Hickenlooper, Governor of Colorado

Colonel Laura Clellan, Land Component Commander-Colorado Army National Guard

Command Sergeant Major Bill Woods, State Senior Enlisted Leader, Colorado Army National Guard
Colonel Chief Warrant Officer 5 Steve Imeraj, State Command, Colorado Army National Guard

Chief Warrant Officer 5 Matt Dorram, Former State Command Chief Warrant Officer, Colorado Army National Guard

Colonel Adam Silvers, G-3, Colorado Army National Guard

Colonel Mike Willis, Commander, 169th Field Artillery Brigade

Command Sergeant Major Ed Macias, Command Sergeant Major, 169th Field Artillery Brigade

Lieutenant Colonel Craig Jones, G-4, Colorado Army National Guard

Lieutenant Colonel Josh Day, State Aviation Officer, Colorado Army National Guard

Lieutenant Colonel Isaac Martinez, Commander, 193rd Military Police Battalion

Lieutenant Colonel Bren Rogers, J-57, Joint Force Headquarters-Colorado

Major Brett Martin, Executive Officer, Theatre Special Operations Detachment

Chief Warrant Officer 5 Steve Imeraj, State Command Chief Warrant Officer, Colorado Army National Guard

APPENDIX G: TESTIMONIES AND COMMENTS

Major Cara McLean, S-1, 89th Troop Command
Command Sergeant Major Jim Bunch, Command Sergeant Major, 168th Regiment-Colorado Army National Guard Regional Training Institute
Sergeant Major Seth Yount, Operations Sergeant Major, 89th Troop Command
Command Sergeant Major Greg Clancy, Command Sergeant Major, 2-135th Aviation Regiment
Master Sergeant Denise Drummond, G-3 NCO, Colorado Army National Guard
Brigadier General Gregory Bowen, Deputy Commanding General-Operations, Space & Missile Defense Command, Army Forces Strategic Command (SMDC/ARSTRAT)
Major General Daniel York, Commanding General, 76th Operational Response Command
Brigadier General Donald Laucirica, Assistant Adjutant General of Colorado
Colonel Kelly Spillane, Deputy Commander for Support, SMDC/ARSTRAT
Colonel Deborah Wilson, Reserve Affairs Officer, SMDC/ARSTRAT
Colonel Michael Rowells, Deputy Commander, 76th Operational Response Command
Lieutenant Colonel Rolland Quidachay, 100th Missile Defense Brigade
Lieutenant Colonel Bryan Ross, National Guard Bureau
Lieutenant Colonel Thomas Rivenbark, National Guard Bureau
Major Elizabeth Helland, 1st Space Brigade
Major General Ryan Gonsalves, Commanding General, 4th Infantry Division & Fort Carson
Command Sergeant Major Michael Crosby, Command Sergeant Major, 4th Infantry Division & Fort Carson
Colonel Douglas Sims, Chief of Staff, 4th Infantry Division & Fort Carson
Colonel Gregg Engler, Staff Judge Advocate, 4th Infantry Division
Colonel Lori Robinson, Commander, 4th Combat Aviation Brigade
Lieutenant Colonel Robert Sketch, Commander, Headquarters & Headquarters Battalion, 4th Infantry Division
Lieutenant Colonel Christine Enriquez, G-1, 4th Infantry Division
Lieutenant Colonel Bryan Love, G-2, 4th Infantry Division

Lieutenant Colonel Steven Cho, G-3, 4th Infantry Division
Lieutenant Colonel Christine Massey, G-4, 4th Infantry Division
Lieutenant Colonel Jason Rosenstrauch, G-5, 4th Infantry Division
Lieutenant Colonel Shawn Carden, G-6, 4th Infantry Division
Lieutenant Colonel Matthew Sheiffer, G-7, 4th Infantry Division
Lieutenant Colonel Garvey Wright, G-8, 4th Infantry Division
Lieutenant Colonel Robert Price, Division Surgeon, 4th Infantry Division
Lieutenant Colonel James Cutchin, G-9, Colorado Army National Guard
Master Sergeant Brent Williams, Public Affairs Officer, 4th Infantry Division
Colonel Michael Oeschger, Commander, 4th Infantry Division Artillery
Command Sergeant Major Thomas Parsley, Command Sergeant Major, 4th Infantry Division Artillery
Major Charles Knoll, Executive Officer, 4th Infantry Division Artillery
Major Samuel Linn, S-3, 4th Infantry Division Artillery
Lieutenant Colonel Neil Snyder, Commander, 2-77th Field Artillery Battalion
Command Sergeant Major Eric Macher, Command Sergeant Major, 2-77th Field Artillery Battalion
Lieutenant Colonel Cory Delger, Deputy Fires Support Coordinator, 4th Infantry Division
Major Royce Baker, Fire Support Officer, 4th Infantry Division Fire Support Element
Colonel Matt Cody, Commander, 2nd Infantry Brigade Combat Team, 4th Infantry Division
Command Sergeant Major Sammy Sparger, Command Sergeant Major, 2nd Infantry Brigade Combat Team, 4th Infantry Division
Lieutenant Colonel Damon Knarr, Division Engineer, 4th Infantry Division
Major Louis Johnson, Assistant Division Engineer, 4th Infantry Division
Lieutenant Colonel Ralph Radka, Commander, 52nd Brigade Engineer Battalion
Command Sergeant Major John Johnson, Command Sergeant Major, 52nd Brigade Engineer Battalion

Major Stewart Gast, Executive Officer, 52nd Brigade Engineer Battalion

First Lieutenant Nolan Miles, Platoon Leader, 52nd Brigade Engineer Battalion

First Lieutenant Lamar Cravens, Platoon Leader, 52nd Brigade Engineer Battalion

Staff Sergeant Jon Stone, Squad Leader, 52nd Brigade Engineer Battalion

Staff Sergeant Ryan Burke, Squad Leader, 52nd Brigade Engineer Battalion

Captain Andrew Lohrenz, S-4, 2-77th Field Artillery Battalion

First Lieutenant Elyse Ping Medvigy, Fire Direction Officer, 2-77th Field Artillery Battalion

Sergeant First Class Floyd Dugan, Fire Direction Center NCOIC, 2-77th Field Artillery Battalion

Sergeant First Class Matthew Burdick, Platoon Sergeant, 2-77th Field Artillery Battalion

Colonel Isaac Peltier, Commander, 10th Special Forces Group (Airborne)

Chief Warrant Officer 5 Kirk Teaney, Command Chief Warrant Officer, 10th Special Forces Group (Airborne)

Command Sergeant Major Lou Pauka, Command Sergeant Major, 10th Special Forces Group (Airborne)

Lieutenant Colonel James Bekurs, Executive Officer, 10th Special Forces Group (Airborne)

Major Michael Lueckeman, S-3, 10th Special Forces Group (Airborne)

Major Matthew Chaney, S-3, 10th Special Forces Group (Airborne)

Major Matthew Crawford, S-2, 10th Special Forces Group (Airborne)

Captain Benjamin Monson, 10th Special Forces Group (Airborne)

Captain Eric Barger, 10th Special Forces Group (Airborne)

Master Sergeant Kevin Burford, 10th Special Forces Group (Airborne)

Sergeant First Class (P) Jacob Lindholm, 10th Special Forces Group (Airborne)

Chief Warrant Officer 3 Jerry Brown, S-8, 10th Special Forces Group (Airborne)

Colonel Jesse Morehouse, Commander, 168th Regiment-Colorado Army National Guard Regional Training Institute (COARNG RTI)

Command Sergeant Major James Bunch, Commandant, Warrior Leader Course (WLC), 168th Regiment-COARNG RTI

Major Robert Weeks, Operations Officer, 168th Regiment-COARNG RTI

Master Sergeant Christine Wilkins, WLC Manager, 168th Regiment-COARNG RTI

Sergeant First Class Johnny Napier, WLC Chief Instructor, 168th Regiment-COARNG RTI

Sergeant Stephen Fleming, WLC Operations NCO, 168th Regiment-COARNG RTI

Lieutenant Colonel Rick Burt, Commander, Centennial Training Site, 168th Regiment-COARNG RTI

Command Sergeant Major Brandon Marx, Command Sergeant Major, Centennial Training Site, 168th Regiment-COARNG RTI

Major Bryan Murphy, Executive Officer, Centennial Training Site, 168th Regiment-COARNG RTI

Staff Sergeant Anthony Chavez, Centennial Training Site Housing Manager, 168th Regiment-COARNG RTI

Lieutenant Colonel Stephen Weidenbeck, Commander, 5th Battalion, 19th Special Forces Group

Captain Clint Davis, Assistant Operations Officer, 5th Battalion, 19th Special Forces Group

Chief Warrant Officer 3 Andrew Hilton, Operations Warrant Officer, 5th Battalion, 19th Special Forces Group

Colonel Adam Silvers, Commander, Special Operations Detachment-Korea, Colorado Army National Guard

Lieutenant Colonel Douglas Paul, G-3, Special Operations Detachment-Korea, Colorado Army National Guard

FORT INDIANTOWN GAP, PENNSYLVANIA SITE VISIT, SEPTEMBER 8

Major General James Joseph, The Adjutant General of Pennsylvania

Major General John Gronski, Commanding General, 28th Infantry Division

Brigadier General Timothy Hilty, Assistant Adjutant General of Pennsylvania

Colonel Mark Schindler, Chief of Staff, Joint Force Headquarters-Pennsylvania

Colonel David Wood, Chief of Staff, 28th Infantry Division

Lieutenant Colonel Robert Hepner, Garrison Commander, Fort Indiantown Gap (FTIG), Pennsylvania

APPENDIX G: TESTIMONIES AND COMMENTS

Major Kenneth Smith, Supervisory Instructor Pilot/Operations Officer, Army Aviation Support Facility-FTIG

Major George Giles, Maintenance Officer, Army Aviation Support Facility-FTIG

Chief Warrant Officer 5 Wendell Smith, AH-64D Standardization Instructor Pilot, Army Aviation Support Facility-FTIG

Lieutenant Colonel Richard Cottage, Counter Drug Coordinator, Pennsylvania Army National Guard

Lieutenant Colonel Gregg Clark, Commander, Eastern Army National Guard Aviation Training Site (EAATS)

Command Sergeant Major Dale Miller, Command Sergeant Major, EAATS

Major Phillip Peters, Commander, Aviation Training Battalion-Utility, EAATS

Chief Warrant Officer 4 Richard Adams, UH-60 Standardization Instructor Pilot, EAATS

Captain Nathan Smith, Enlisted Training Company Commander, EAATS

Sergeant First Class Shawn Merrill, Enlisted Flight Platoon Sergeant, EAATS

Staff Sergeant Ronald McAndrew, Flight Standards Instructor, EAATS

Staff Sergeant Jacob Bermudez, Pennsylvania Army National Guard

Colonel James G. McCormack, Operations Officer, 166th Regiment-Pennsylvania Army National Guard Regional Training Institute

Chief Warrant Officer 4 Ronald Magaro, Supervisor, Unit Training Equipment Site-FTIG

Chief Warrant Officer 5 Dave Behm, Commander, Tactical Unmanned Aircraft System Operations Facility (TUASOF)

Warrant Officer 1 Tyler Smith, Unmanned Aircraft Systems Operator, 556th Military Intelligence Company, 56th Stryker Brigade Combat Team

Warrant Officer 1 Robert Reed, Unmanned Aircraft Systems Operator, 556th Military Intelligence Company, 56th Stryker Brigade Combat Team

Sergeant First Class Robert Frey, Unmanned Aircraft Systems Facility NCOIC, TUASOF

Sergeant Allen Capps, Unmanned Aircraft Systems Operator Instructor, TUASOF

FORT DRUM, NEW YORK SITE VISIT, SEPTEMBER 9-10

Major General Jeffery Bannister, Commanding General, 10th Mountain Division

Brigadier General Andrew Rohling, Acting Senior Commander, 10th Mountain Division

Brigadier General Michael Howard, Deputy Commanding General-Operations, 10th Mountain Division

Command Sergeant Major Rodney Lewis, Command Sergeant Major, 10th Mountain Division

Colonel Mark O'Donnell, Chief of Staff, 10th Mountain Division

Colonel Bryan Laske, Garrison Commander, Fort Drum, New York

Colonel Mark Himes, G-3, 10th Mountain Division

Colonel Michael McCurry, Commander, 10th Combat Aviation Brigade

Mr. Eric Wagenaar, Director of Plans, Training, Mobilization & Security, Fort Drum

Major General Patrick Murphy, The Adjutant General of New York

Major General Anthony German, Assistant Adjutant General of New York

Major General Harry Miller, Commanding General, 42nd Infantry Division

Brigadier General Raymond Shields, Director, Joint Force Headquarters-New York

Brigadier General Michael Swezey, Commanding General, 53rd Troop Command

Colonel Jack James, Commander, 42nd Combat Aviation Brigade

Brigadier General Miyako Schanley, Deputy Commanding General-Operations, 412th Theater Engineer Command

Lieutenant Colonel Robert McCaskell, Office, Chief of the Army Reserve

Lieutenant Colonel Robert L. Hohman, Office, Chief of the Army Reserve

Command Sergeant Major Dennis Jacques, Command Sergeant Major, 479th Engineer Battalion

Chief Warrant Officer 2 Kevin Gabrielson, Maintenance Warrant Officer, 479th Engineer Battalion

Master Sergeant Jason Miller, Operations NCO, Army Reserve Command

Staff Sergeant Kevin Irving, Supply Sergeant, 479th Engineer Battalion

Sergeant First Class Terrance Pollard, Senior Human Resources Sergeant, 479th Engineer Battalion

Mr. Jamie Bresett, Staff Operations & Training Specialist, 479th Engineer Battalion

Mr. Kenneth Jenkins, Unit Administrative Technician, 479th Engineer Battalion

Mrs. Alexis Felix, Unit Administrator, 479th Engineer Battalion

Mr. John Christensen, Reserve Component Training Coordinator, 10th Mountain Division

Mr. Lynn Petrie, Facilities Support Technician, Operational Readiness Training Center-Fort Drum

Mr. Ron Vogt, Contractor, Operational Readiness Training Center-Fort Drum

NATIONAL GUARD ASSOCIATION OF THE UNITED STATES GENERAL CONFERENCE, SEPTEMBER 12

Major General (retired) Gus Hargett, President, National Guard Association of the United States

Captain Mark Timmons, Director, Company Grade Committee (Army), National Guard Association of the United States

FORCE GENERATION MEETING, ARLINGTON, VIRGINIA, SEPTEMBER 16

Brigadier General John Johnson, Director of Training, HQDA G-3/5/7

Colonel Shawn Reger, National Guard Bureau

Major Brad Bradford, National Guard Bureau

Lieutenant Colonel Brent Haas, Office of the Chief of Army Reserve

AVIATION SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, SEPTEMBER 16-17

Colonel J. Ray Davis, National Guard Bureau (NGB) Aviation Directorate

Colonel John J. Lindsay, HQDA G-3/5/7 Aviation Directorate

Mr. Josh Klimas, Policy Researcher, RAND Corporation

CLOSED MEETING, ARLINGTON, VIRGINIA, SEPTEMBER 16

Mr. Tucker Hughes, Branch Chief, Center for Army Analysis Institute for Defense Analyses (CAA)

Dr. Kathy Conley, Institute for Defense Analyses (IDA)

Dr. Steve Stoddard, Technical Director, Center for Army Analysis Institute for Defense Analyses (CAA)

OPEN MEETING, ARLINGTON, VIRGINIA, SEPTEMBER 17

The Honorable Terry Branstad, Governor of Iowa, Co-Chair of the Council of Governors

The Honorable Mark Dayton, Governor of Minnesota, Member of the Council of Governors

Dr. Michael E. O'Hanlon, Director of Research for Foreign Policy, Brookings Institution

INSTITUTIONAL SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, SEPTEMBER 17

Mr. Mark Davis, Deputy Assistant Secretary of the Army-Manpower & Reserve Affairs & Director, Army Marketing & Research Group

OPERATIONAL SUBCOMMITTEE ENGAGEMENT, WASHINGTON, D.C., SEPTEMBER 21

Colonel Horst Busch, Military Attaché, Embassy of Federal Republic of Germany

ENGAGEMENT WITH LIEUTENANT GENERAL TIMOTHY J. KADAVY, DIRECTOR OF THE ARMY NATIONAL GUARD, ARLINGTON, VIRGINIA, SEPTEMBER 22

Lieutenant General Timothy J. Kadavy, Director, Army National Guard

FOUR-STAR LUNCHEON, PENTAGON, SEPTEMBER 22

General Mark Milley, 39th Chief of Staff of the Army

APPENDIX G: TESTIMONIES AND COMMENTS

General Daniel Allyn, 35th Vice Chief of Staff of the Army
General David Rodriguez, Commander, U.S. Africa Command (USAFRICOM)
General Joseph L. Votel III, Commander, U.S. Special Operations Command
General Curtis M. Scaparrotti, Commander, U.S. Forces Korea
General Robert B. Abrams, Commanding General, Forces Command
General David G. Perkins, Commanding General, Training & Doctrine Command
General Dennis L. Via, Commanding General, Army Materiel Command
Lieutenant General (retired) James Campbell, Senior Advisor to the Chief of Staff of the Army
General Frank Grass, Chief, National Guard Bureau
General Vincent K. Brooks, Commanding General, U.S. Army Pacific

JOINT BASE LEWIS-MCCHORD & TACOMA, WASHINGTON SITE VISITS, SEPTEMBER 24

Major General Bret D. Daugherty, The Adjutant General of Washington
Brigadier General Wally Turner, Assistant Adjutant General of Washington
Colonel Curt Simonson, Commander 56th Information Operations Brigade
Colonel Bruce Linton, Commander, 66th Theater Aviation Command
Colonel Bryan Grenon, Commander, 81st Armored Brigade Combat Team
Colonel Larry Edwards, Commander, Medical Command, Washington Army National Guard
Colonel Daniel Dent, Commander, 96th Troop Command
Colonel Shaun Hodge, J-3, Joint Force Headquarters-Washington
Brigadier General Michael Stencil, Chief of Staff, Oregon Army National Guard
Brigadier General Todd Plimpton, Land Component Commander, Oregon Army National Guard
Colonel Jeffrey Sabatine, Chief Of Staff, Washington Army National Guard
Command Sergeant Major David Nunn, Command Sergeant Major, 66th Theater Aviation Command

Command Sergeant Major Shane Lake, Senior Enlisted Advisor, Oregon Army National Guard
Lieutenant Colonel Brian Dean, Commander, 3-116th Cavalry Regiment
Sergeant Major Brian Rikstad, 81st Armored Brigade Combat Team
Mr. John Bower, Joint Operations Watch Duty Specialist, Washington Army National Guard
Specialist Richard Shaffer, Joint Operations Watch Duty Specialist, Washington Army National Guard
Private First Class Alyssa Holden, Washington Army National Guard
Specialist Sera McArthur, Washington Army National Guard
Brigadier General James Mason, Deputy Commanding General, 807th Medical Command (Deployment Support)
Brigadier General Darrell Guthrie, Commanding General, 104th Training Division
Brigadier General Kurt Hardin, Deputy Commanding General, 79th Sustainment Support Command
Colonel Katherine Simonson, Commander, 396th Combat Support Hospital
Colonel George Dukes, Office, Chief of the Army Reserve
Colonel Eric Folkstead, Office, Chief of the Army Reserve
Colonel Charles Cumiskey, Executive Officer, 396th Combat Support Hospital
Colonel Bryan Phillips, 2nd Medical Brigade
Lieutenant Colonel Donald Johnson, S-3, 2nd Medical Brigade
Lieutenant Colonel Cora Courage, Commander, 1972nd Combat Operational Stress Control Detachment
Major Douglas Ryle, Deputy G-5, 807th Medical Command (Deployment Support)
Master Sergeant Joshua Davis, 807th Medical Command (Deployment Support)
Sergeant First Class Eric Kolar, 1972nd Combat Operational Stress Control Detachment
Specialist Heather Rusaw, 1972nd Combat Operational Stress Control Detachment
First Lieutenant Christine Kim, Administrative Assistant, 145th Multi-Functional Medical Battalion
Command Sergeant Major Rodney Wionowsky, Command Sergeant Major, 2nd Medical Brigade
Sergeant Jesus Morales, 145th Multi-Functional Medical Battalion

Sergeant Russel Philips IV, 1972nd Combat Operational Stress Control Detachment

Specialist Marcus Waters, 145th Multi-Functional Medical Battalion

Specialist Brittany Trevarthen, 1972nd Combat Operational Stress Control Detachment

Lieutenant General Stephen Lanza, Commanding General, I Corps

Command Sergeant Major James Norman, Command Sergeant Major, I Corps

Major General Kurt Fuller, Deputy Commanding General, I Corps

Major General Tom James, Commanding General, 7th Infantry Division

Brigadier General Jack Haley, Commanding General, 593rd Expeditionary Sustainment Command

Colonel Joe Wawro, Chief of Staff, I Corps

Mr. Mike Fuller, Senior Readiness Officer, I Corps

Colonel Alan Kellogg, Assistant Chief of Staff, G-1, I Corps

Colonel Tim Parker, Assistant Chief of Staff, G-2, I Corps

Colonel Ross Davidson, Assistant Chief of Staff, G-3, I Corps

Colonel Mark Weinerth, Assistant Chief of Staff, G-4, I Corps

Colonel Edward J. Hunter, Assistant Chief of Staff, G-6, I Corps

Colonel Mark Bennett, Assistant Chief of Staff, G-6, I Corps

Colonel Todd Jones, Director, Total Force, I Corps

Lieutenant Colonel Erik Krivda, G-5, I Corps

Mr. Lars Liden, G-3 Force Modernization, I Corps

Lieutenant Colonel Blake Lackey, G-33 Chief, Command Operations & Information Center (COIC), I Corps

Major Nathaniel Conkey, G-33 Battle Major, COIC, I Corps

Captain Jason Kneib, G-33 Orders Chief, COIC, I Corps

Captain Michael Rochford, G-33 Battle Captain, COIC, I Corps

Captain Tyler Mayes, G-33 Battle Captain, COIC, I Corps

Master Sergeant Maleatasi Togafau, G-33 Operations NCO, COIC, I Corps

Sergeant First Class Clinton Hamilton, G-33 Fires, COIC, I Corps

Staff Sergeant Daron Williams, COIC, I Corps

Staff Sergeant Kelby Faulk, G-2, COIC, I Corps

Chief Warrant Officer 3 Christopher Whalen, G-3 Aviation, COIC, I Corps

Captain Jesse Cornett, Staff Judge Advocate, COIC, I Corps

Master Sergeant Roberto Valencia G-9, COIC, I Corps

Sergeant Jeremiah Berry, Surgeon Cell, COIC, I Corps

Master Sergeant Samantha Stryker, G-7, COIC, I Corps

Chief Warrant Officer 2 Joan Hills, G-1, COIC, I Corps

Major Seangthip Chittaphong, G-4, COIC, I Corps

Captain Kyle Aagard, G-3 Protection, COIC, I Corps

Master Sergeant Richard Hannah, G-6, COIC, I Corps

Colonel Michael Harvey, Assistant Chief of Staff, G3 Aviation, I Corps

Colonel Bill Ryan, Commander, 16th Combat Aviation Brigade

Command Sergeant Major Kirk Coley, Command Sergeant Major, 16th Combat Aviation Brigade

Lieutenant Colonel Stephen Ladd, Commander, 2nd Battalion, 214th Aviation Regiment

Lieutenant Colonel Daniel Brewer, S-3, 66th Theater Aviation Command

Major Gabriel Wolfe, Executive Officer, 4th Battalion, 160th Special Operations Aviation Regiment

First Sergeant Luis DeJesus, First Sergeant, 4th Battalion, 160th Special Operations Aviation Regiment

Mr. Nicholas Kostelecky, Installations Transportation Officer, Joint Base Lewis-McChord

Captain Abe Payne, Commander, 1st Squadron, 14th Cavalry Regiment

First Sergeant Robert Porter, First Sergeant, 1st Squadron, 14th Cavalry Regiment

First Lieutenant Bryant Volling, 1st Squadron, 14th Cavalry Regiment

First Lieutenant Daniel Jester, 1st Squadron, 14th Cavalry Regiment

Chief Warrant Officer 3 Richmond Minton, 1st Squadron, 14th Cavalry Regiment

Sergeant First Class Ryan Hill, 1st Squadron, 14th Cavalry Regiment

Specialist Joseph Monaco, 1st Squadron, 14th Cavalry Regiment

Specialist Ryan Mason, 1st Squadron, 14th Cavalry Regiment

Staff Sergeant Timothy Oremus, 1st Squadron, 14th Cavalry Regiment

Sergeant Gavin Ros, 1st Squadron, 14th Cavalry Regiment

APPENDIX G: TESTIMONIES AND COMMENTS

Specialist Charles Moerke, 1st Squadron, 14th Cavalry Regiment

Lieutenant Colonel Charles Ward, Commander, 13th Combat Sustainment Support Battalion

Captain Devin Richter, Commander, 63rd Ordnance Company

Chief Warrant Officer 2 Luis Alvarado, 63rd Ordnance Company

Sergeant First Class Pablo Munoz, 63rd Ordnance Company

Specialist Joseph Mena, 63rd Ordnance Company

Private First Class Michael Gonzales, 63rd Ordnance Company

Colonel Sydney Smith, Commander, 404th Army Field Support Brigade

Mr. Bill Brugge, Operations Chief, Regional Logistic Readiness Center, Joint Base Lewis-McChord

Colonel Ethan Griffin, Vice Commander, 62nd Airlift Wing

Colonel Anthony Clavenna, Commander, 62nd Maintenance Group

Lieutenant Colonel Brian Smith, Deputy Commander, 62nd Operations Group

Major Will Medlicott, Director of Staff, 62nd Airlift Wing

Major William Wilkerson, Assistant Director of Operations, 8th Airlift Squadron

Captain Justin Jarrell, Standardization & Evaluations Pilot, 62nd Operations Group

Chief Master Sergeant John Frazier, 62nd Maintenance Group

Master Sergeant Douglas McGregor, 62nd Operations Support Squadron

Mr. Charles Thornton, 627th Security Forces Squadron

Mrs. Bonnie Longie, 62nd Airlift Wing Protocol Office

Staff Sergeant Katherine Jackson, 62nd Airlift Wing Public Affairs

Senior Airmen Gunnar Algott, Crew Chief, 62nd Aircraft Maintenance Squadron

Senior Airmen Naomi Griego, 62nd Airlift Wing Public Affairs

Senior Airmen Corbyn Campbell, Loadmaster, 8th Airlift Squadron

Senior Airmen Dustin Unnerstall, Loadmaster, 8th Airlift Squadron

Airmen First Class Jeremy Kosick, Loadmaster, 8th Airlift Squadron

Airmen First Class Benjamin Person, Loadmaster, 8th Airlift Squadron

Mr. Miguel Jimenez, Director, Surface Deployment & Distribution Command, Seattle

Mr. Bruce Leach, Director, Military Sealift Command, Seattle

Mr. Ted Musselman, U.S. Government Stevedoring Contractor

Mr. Chris Donohoe, Marine Cargo Specialist, SS Cape Intrepid (AKR-11)

Captain Joe Raymond, Sector Commander, Puget Sound, U.S. Coast Guard

Mr. Andre Elmaleh, Military Liaison, Port of Tacoma

Mr. Sean Eagan, Director, Governmental Affairs, Port of Tacoma

Mr. Robert Meyer, Senior Manager, Port Operations, Port of Tacoma

Mr. Gerry Fiola, Chief of Security, Port of Tacoma

Mr. Louis Cooper, Senior Director, Security & Labor Relations, Port of Tacoma

Ms. Bari Bookout, Executive for Non-Containerized Business & Commercial Strategy, Port of Tacoma

Ms. Tiffany Speir, Program Manager, South Sound Military & Communities Partnership

Brigadier General (retired) Dr. Stan Flemming, MD

Mr. Wayne Perry, Military spouse

Mr. Tom Pierson, President & CEO, Tacoma-Pierce County Chamber

Mr. Nico Guzman, Owner, Mind & Body Boot Camp

Mr. Jim Baumgart, Policy Advisor for Governor of Washington

The Honorable Jay Inslee, Governor of Washington

The Honorable Don Anderson, Mayor of Lakewood, Washington

Mr. Michael Brandstetter, Councilmember, Lakewood City Council, Lakewood, Washington

Mr. Lourdes E. 'Alfie' Alvarado-Ramos, Director, Washington State Department of Veterans Affairs

Mr. Roel van der Lugt, Military Affairs Director/Senior Policy Advisor for U.S. Representative Denny Heck, 10th Congressional District, Washington

Mr. Eric Williams, Staff Member for U.S. Representative Derek Kilmer, 6th Congressional District, Washington

The Honorable Graham Hunt, State Representative, 2nd Legislative District, Washington

The Honorable Derek Kilmer, United States Congress, 6th District Representative, Washington

The Honorable Denny Heck, United States Congress, 10th District Representative, Washington

Mrs. Najla Munshower-Neumann, Military spouse

**FORT BLISS, TEXAS & WHITE SANDS,
NEW MEXICO SITE VISIT, SEPTEMBER 26-28**

Brigadier General Terrence McKenrick, Commander, Brigade Modernization Command (BMC)

Brigadier General Jeffery Broadwater, Deputy Commanding General-Support, 1st Armored Division

Colonel Charles Masaracchia, Commander, 2nd Armored Brigade Combat Team, 1st Armored Division

Lieutenant Colonel Kevin Beagle, Commander, 1-1st Cavalry Regiment, 2nd Armored Brigade Combat Team, 1st Armored Division

Lieutenant Colonel Raphael Heflin, Commander, 142nd Combat Service Support Battalion, 1st Sustainment Brigade, 1st Armored Division

Major Romas Zimlicki, S-3, 1-325th Infantry Regiment, 82nd Airborne Division

Chief Warrant Officer 3 John Millsap, Cyber Protection Brigade, 7th Signal Command

Chief Warrant Officer 3 Gregory Olivo, Network Operations Security Cell, BMC

Chief Warrant Officer 2 Marcaus Hamby, Network Operations Security Cell, BMC

Colonel Greg Brady, Chief of Staff, 32nd Army Air & Missile Defense Command

Colonel Shana Peck, G-3, 32nd Army Air & Missile Defense Command

Command Sergeant Major Gerardo Dominguez, Command Sergeant Major, 32nd Army Air & Missile Defense Command

Lieutenant Colonel Chris Woody, Deputy Commander, 5th Armor Brigade, First Army

Lieutenant Colonel Craig Macina, Exercise Planner, 5th Armor Brigade, First Army

Lieutenant Colonel Santiago A. Archuleta, Chief of Plans, 5th Armor Brigade, First Army

Lieutenant Colonel Kurt Kobernik, Commander, 3-116th Infantry Regiment

Command Sergeant Major Alvin Martin, Command Sergeant Major, 3-116th Infantry Regiment

First Lieutenant Luis Feliciano, Commander, 544th Military Police Company

Master Sergeant Carlos Baezherndes, First Sergeant, 544th Military Police Company

Captain Rafael A. Rivera, Commander, 1010th Engineer Construction Company

First Sergeant Edwin Soto, First Sergeant, 1010th Engineer Construction Company

Captain David E. Dodson, Commander, 155th Engineer Company (Vertical)

First Sergeant Jan A. Spaans, First Sergeant, 155th Engineer Company (Vertical)

**ENGAGEMENT WITH THE INDUSTRY
ASSOCIATIONS, ARLINGTON, VIRGINIA,
OCTOBER 6**

Mr. Ben Collins, Director for Policy, Business Executive for National Security

Mr. Will Goodman, Vice President for Policy, National Defense Industry Association

**ENGAGEMENT WITH THE HOUSE NATIONAL
GUARD & RESERVE COMPONENTS CAUCUS
BRIEFING, WASHINGTON, D.C., OCTOBER 8**

The Honorable Tim Walz, United States House of Representatives, 1st Congressional District, Minnesota

The Honorable Ryan Costello, United States House of Representatives, 6th Congressional District, Pennsylvania

The Honorable Trent Kelly, U.S. Representative, 1st Congressional District, Mississippi

The Honorable Mark Takai, United States House of Representatives, 1st Congressional District, Hawaii

The Honorable Martha Roby, United States House of Representatives, 2nd Congressional District, Alabama

The Honorable Keith Rothfus, United States House of Representatives, 12th Congressional District, Pennsylvania

The Honorable Sanford Bishop, United States House of Representatives, 2nd Congressional District, Georgia

The Honorable Ralph Abraham, United States House of Representatives, 5th Congressional District, Louisiana

The Honorable Andy Barr, United States House of Representatives, 6th Congressional District, Kentucky

The Honorable Charles Boustany, United States House of Representatives, 3rd Congressional District, Louisiana

The Honorable John Carter, United States House of Representatives, 31st Congressional District, Texas

APPENDIX G: TESTIMONIES AND COMMENTS

The Honorable Charlie Dent, United States House of Representatives, 15th Congressional District, Pennsylvania
The Honorable David McKinley, United States House of Representatives, 1st Congressional District, West Virginia
The Honorable Steve Palazzo, United States House of Representatives, 4th Congressional District, Mississippi
The Honorable Cedric Richmond, United States House of Representatives, 2nd Congressional District, Louisiana
The Honorable Bill Shuster, United States House of Representatives, 9th Congressional District, Pennsylvania
The Honorable Shelley Moore Capito, United States Senate, West Virginia
The Honorable Bill Cassidy, United States Senate, Louisiana
The Honorable David Vitter, United States Senate, Louisiana

COMPREHENSIVE ANALYTICAL REVIEW, ALEXANDRIA, VIRGINIA, OCTOBER 15-16

Dr. David Chu, President, Institute for Defense Analyses (IDA)
Brigadier General (retired) Edward Donnelly, Institute for Defense Analyses (IDA)
Dr. Kathleen Conley, Institute for Defense Analyses (IDA)
Mr. Thomas Wallace, Institute for Defense Analyses (IDA)
Mr. David A. Ochmanek, RAND Corporation
Mr. David R. Johnson, RAND Corporation
Mr. Tucker Hughes, Branch Chief, Center for Army Analysis
Institute for Defense Analyses (CAA)

AVIATION SUBCOMMITTEE MEETING, ARLINGTON, VIRGINIA, OCTOBER 21

Major General John Ferrari, Director, Program Analysis & Evaluation, HQDA G-8
Major General Michael Lundy, Commanding General, Aviation Center of Excellence
Mr. Josh Klimas, Policy Researcher, RAND Corporation

CLOSED MEETINGS, ARLINGTON, VIRGINIA, OCTOBER 22

Mr. Thomas H. Harvey, Deputy Assistant Secretary of Defense for Strategy, Plans & Capabilities
Mr. Chris Daugherty, Office Assistant Secretary of Defense for Strategy, Plans & Capabilities

OPEN MEETING, ARLINGTON, VIRGINIA, OCTOBER 22

General Frank Grass, Chief, National Guard Bureau
Lieutenant General John M. Murray, Deputy Chief of Staff G-8, HQDA
Major General Paul A. Ostrowski, Deputy, Acquisition & Systems Management, Office of the Assistant Secretary of the Army (ALT)
Dr. Daniel Goure, Vice President, Lexington Institute

OPERATIONAL SUBCOMMITTEE ENGAGEMENT, WASHINGTON, D.C., OCTOBER 23

The Honorable Robert Scher, Assistant Secretary of Defense for Strategy, Plans & Capabilities
Ms. Mara Karlin, Deputy Assistant Secretary of Defense, Strategy and Force Development

ENGAGEMENT WITH LIEUTENANT GENERAL RICHARD G. TREFRY, USA (RET.), ARLINGTON, VIRGINIA, OCTOBER 30

Lieutenant General (retired) Richard G. Trefry, former Military Assistant to the President of the United States & past Inspector General of the Army

ENGAGEMENT WITH THE CHIEF OF STAFF OF THE ARMY, ARLINGTON, VIRGINIA, NOVEMBER 16

General Mark Milley, 39th Chief of Staff of the Army
General Daniel Allyn, 35th Vice Chief of Staff of the Army
Major General John Ferrari, Director, Program Analysis & Evaluation, HQDA G-8
Brigadier General Frank Muth, Director, Army Quadrennial Defense Review Office, HQDA G-8

WEBSITE COMMENTS

Tammy Thurman, [National Commission on the Future of the Army June 10th Fayetteville NC](#), June 29, 2015
Bienvenido Banchs, [Request to Testify before the Commission](#), July 9, 2015

J. Scott Schissler, Sikorsky Letters to 26 Governors and TAG's, July 13, 2015

Arnold Estok, Future of the Army, July 14, 2015

Captain David Chace, U.S. Army, Comments on the Future of the Army, July 18, 2015

Kirk Sanders, Keep the Force, July 23, 2015

Ashley Craven, Downsizing, July 23, 2015

Lieutenant Colonel Greg Parker, 18 August Public Comment Session, August 11, 2015

James Billings, (OCAR), Comments from Army Reserve Ambassador Candy Martin, August 11, 2015

Colonel (retired) Alfred Diaz, NCFEA Events in Southern California, August 12, 2015

Sergeant Bob Brown, NCFEA Bios, August 13, 2015

Leo Schnack, Support of AGR Force, August 24, 2015

Andrea Peterson, (NGAUS) Materials for Hearing on Aug 18, 2015, August 24, 2015

Lieutenant Colonel Paul Boyd, Army's 2014 Aviation Restructuring Initiative, August 28, 2015

Frederick Scheffler, Fort Knox Should be the Home of Armor, September 14, 2015

The Honorable Mike Coffman, (Congressman, 6th District of Colorado), Letter to the Commissioners (Letter of Record), September 16, 2015

Lieutenant Colonel Shane Crofts, Merge the National Guard and Reserves, October 1, 2015

The Honorable Steven M. Palazzo (Congressman, 4th District of Mississippi), Statement of Record, October 13, 2015

The Honorable William Greenberg (Judge, United States Court of Appeals), Call, October 16, 2015

Major Robert Wilson, Force Structure and Posture, October 22, 2015

Lieutenant Colonel Bradley Striegel, U.S. Army, Enhancing Joint Force and Total Army Training, November 5, 2015

Chief Warrant Officer 5 Joseph Quinn, NCFEA, November 19, 2015

Lieutenant Colonel (retired) Jose Olmos, The future of 15k US Soldiers in Puerto Rico is not included in discussion, November 30, 2015

Colonel (retired) Todd Megill, Congratulations and an Observation, December 10, 2015

TESTIMONY AND ENGAGEMENT LIST-
ALPHABETICAL ORDER

Captain Kyle Aagard, G-3 Protection, Command Operations & Information Center, I Corps

The Honorable Greg Abbott, Governor of Texas

The Honorable Ralph Abraham, United States House of Representatives, 5th Congressional District, Louisiana

General Robert B. Abrams, Commanding General, Forces Command

Brigadier General Benjamin F. Adams III, Director, Joint Staff, Joint Force Headquarters-Kentucky

Chief Warrant Officer 4 Richard Adams, UH-60 Standardization Instructor Pilot, Eastern Army National Guard Aviation Training Site

Colonel Richard P. Adams, State Aviation Officer, Texas Army National Guard

Captain Kofi Adih, Plans Officer, 518th Sustainment Brigade

Mr. Edward Agee, Chief Materiel Integration, Army Material Command

Mr. Salman Ahmed, Special Assistant to the President, Counselor to the National Security Advisor

First Sergeant Sabrina Aja, 75th Training Command

Command Sergeant Major Patrick Akuna, Jr., Command Sergeant Major, First Army Division West

First Sergeant Sergio Alcantara, First Sergeant, 32nd Civil Support Team

Captain Gerrelaine Alcordo, Public Affairs Officer, 174th Infantry Brigade

Master Sergeant James Alexander, NCOIC/Chief Instructor, Regional Training Site-Maintenance, 139th Regiment

Senior Airmen Gunnar Algott, Crew Chief, 62nd Aircraft Maintenance Squadron

General Daniel Allyn, 35th Vice Chief of Staff of the Army

Chief Warrant Officer 2 Luis Alvarado, 63rd Ordnance Company

Mr. Lourdes E. 'Alfie' Alvarado-Ramos, Director, Washington State Department of Veterans Affairs

The Honorable Don Anderson, Mayor of Lakewood, Washington

Lieutenant General Joseph Anderson, Deputy Chief of Staff G-3/5/7, HQDA

Major General Rodney Anderson, U.S. Army Retired

APPENDIX G: TESTIMONIES AND COMMENTS

Lieutenant Colonel Santiago A. Archuleta, Chief of Plans, 5th Armor Brigade, First Army

Chief Warrant Officer 2 Michael Argus, UH-60 Instructor Pilot (TPU) and ASF Employee (MILTECH)

Captain Manuel Arino, California Army National Guard

Command Sergeant Major Gabriel Arnold, Command Sergeant Major, Cadet Command

First Lieutenant Michael Ashburn, Commander, 1006th Quartermaster Company

Major General Robbie Asher, The Adjutant General of Oklahoma

Lieutenant Colonel Nigel Atkins, Commander, 147th Air Support Operating Squadron, Texas Air National Guard

Private Vaughn Austin, Minnesota CBRNE Enhanced Response Force Package (CERF-P)

Colonel Rodney Babb, Commander, 138th Regiment-Indiana National Guard Regional Training Institute

Master Sergeant Carlos Baezherndes, First Sergeant, 544th Military Police Company

Mr. Steve Bailey, Defense Intelligence Directorate for Defense Technology & Long-Range Analysis Office, Defense Intelligence Agency

Major Royce Baker, Fire Support Officer, 4th Infantry Division Fire Support Element

Brigadier General Tommy H. Baker, Assistant Adjutant General of Tennessee

Major General David Baldwin, The Adjutant General of California

Lieutenant Colonel Jason Ball, Deputy Commander, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Colonel (retired) John L. Ballantyne, Chief Operating Officer, Military Child Education Coalition

Mr. Jim Balocki, Command Executive Officer, USARC

Mr. Ben Banchs, Business Manager, Laborers International Union of North America, National Guard Council 1776

Major General Jeffery Bannister, Commanding General, 10th Mountain Division

Captain Eric Barger, 10th Special Forces Group (Airborne)

Command Sergeant Major Tracy E. Barlogio, Command Sergeant Major, Fort Hunter-Liggett, California

Ms. Kim Barnes, Deputy State Director for U.S. Senator Thom Tillis, North Carolina

Lieutenant General (retired) David Barno, American University

The Honorable Andy Barr, United States House of Representatives, 6th Congressional District, Kentucky

Colonel Greg Barrow, G-3 Training, Plans & Operations, Texas Army National Guard

Command Sergeant Major James R. Basham, Command Sergeant Major, 1-502nd Infantry Battalion, 101st Airborne Division

Colonel Brian Bassett, Chief of Staff, Recruiting Command

Mr. Jim Baumgart, Policy Advisor for Governor of Washington

Lieutenant Colonel Kevin Beagle, Commander, 1-1st Cavalry Regiment, 2nd Armored Brigade Combat Team, 1st Armored Division

Colonel Todd S. Beatulis, Commander, 405th Army Field Support Brigade

Colonel Christopher Beaudoin, Commander, Fort Hood Mobilization Brigade

Sergeant Major Cari Beetham, Operations Sergeant Major, 49th Military Police Brigade

Chief Warrant Officer 5 Dave Behm, Commander, Tactical Unmanned Aircraft System Operations Facility

Lieutenant Colonel James Bekurs, Executive Officer, 10th Special Forces Group (Airborne)

Command Sergeant Major Chris Belford, West Virginia Army National Guard

Ms. Jody Bennett, Professional Staff Member, U.S. Senate Armed Services Committee

Colonel Mark Bennett, Assistant Chief of Staff, G-6, I Corps

Dr. Nora Bensahel, American University

The Honorable Robert Bentley, Governor of Alabama

Colonel Mark Berglund, Chief, Force Management, National Guard Bureau

Staff Sergeant Jacob Bermudez, Pennsylvania Army National Guard

Sergeant Jeremiah Berry, Surgeon Cell, Command Operations & Information Center, I Corps

The Honorable Steven Beshear, Governor of Kentucky

Mr. James Billings, private citizen

Major General Michael A. Bills, Commanding General, 1st Cavalry Division

Major General Gregory C. Bilton (Australian Army), Deputy Commanding General-Operations, U.S. Army Pacific

First Lieutenant Christian Bionat, 75th Training Command

Colonel James D. Bischoff, Commander, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Lieutenant Colonel Joseph Bishop, Commander, 1-130th Attack Reconnaissance Battalion

The Honorable Sanford Bishop, United States House of Representatives, 2nd Congressional District, Georgia

Mr. Freddie Blakely, Deputy Director, Personnel Information Systems, Human Resource Command

Colonel James Bledsoe, Army Aviation Officer, Colorado Army National Guard

Command Sergeant Major Ronald Bloker, 3rd Squadron, 116th ABCT

Major General Daryl Bohac, The Adjutant General of Nebraska

Lieutenant Colonel Jilian Bond, Commander, 224th Sustainment Brigade

Mr. Timothy Bonds, Vice President, RAND Army Research Division & Director, RAND Arroyo Center

The Honorable Cory Booker, United States Senate, New Jersey

Ms. Bari Bookout, Executive for Non-Containerized Business & Commercial Strategy, Port of Tacoma

The Honorable Charles Boustany, United States House of Representatives, 3rd Congressional District, Louisiana

Brigadier General Gregory Bowen, Deputy Commanding General-Operations, Space & Missile Defense Command, Army Forces Strategic Command

Mr. John Bower, Joint Operations Watch Duty Specialist, Washington Army National Guard

Mr. Earnest Boyd, Branch Chief, Force Provider Division, Forces Command

Lieutenant Colonel Paul Boyd

Major Brad Bradford, National Guard Bureau

Colonel Greg Brady, Chief of Staff, 32nd Army Air & Missile Defense Command

Lieutenant Colonel James Brady, U.S. Army Europe

Command Sergeant Major John A. Brady, Command Sergeant Major, 502nd Infantry Regiment, 101st Airborne Division

Mr. Michael Brandstetter, Councilmember, Lakewood City Council, Lakewood, Washington

The Honorable Terry Branstad, Governor of Iowa & Co-Chair of the Council of Governors

Staff Sergeant Son Joi Brantley, Battalion S-1 NCOIC, 6-108th Military Intelligence Battalion (USAR)

General Philip Breedlove, Commander, U.S. European Command (USEUCOM) and NATO Supreme Allied Commander Europe

Mr. Jamie Bresett, Staff Operations & Training Specialist, 479th Engineer Battalion

Brigadier General Allen Brewer, Joint Staff Director, Joint Force Headquarters-Mississippi

Lieutenant Colonel Daniel Brewer, S-3, 66th Theater Aviation Command

Chief Warrant Officer 3 Elmer Brewer, 75th Training Command

Brigadier General Jeffery Broadwater, Deputy Commanding General-Support, 1st Armored Division

Major General Lawrence Brock III, Commanding General, 311th Signal Command

Ms. Jeanne Brooks, Director, Technology & Business Architecture Integration, HQDA G-1

General Vincent K. Brooks, Commanding General, U.S. Army Pacific

Sergeant Bob Brown

Chief Warrant Officer 3 Jerry Brown, S-8, 10th Special Forces Group (Airborne)

The Honorable Kate Brown, Governor of Oregon

Major Melvin Brown, Executive Officer, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Lieutenant General Robert Brown, Commanding General, Combined Arms Center, Training & Doctrine Command

Mr. Bill Brugge, Operations Chief, Regional Logistic Readiness Center, Joint Base Lewis-McChord

Staff Sergeant Chatchai Brunosky, Civil Affairs Psychological Operations Command

The Honorable Phil Bryant, Governor of Mississippi

The Honorable Steve Bullock, Governor of Montana

Brigadier General Thomas Bump, Land Component Commander-New Mexico Army National Guard

Command Sergeant Major James Bunch, Commandant, Warrior Leader Course, 168th Regiment-Colorado Army National Guard Regional Training Institute

Sergeant First Class Matthew Burdick, Platoon Sergeant, 2-77th Field Artillery Battalion

Master Sergeant Kevin Burford, 10th Special Forces Group (Airborne)

Colonel Edward Burke, G-4, U.S. Army Europe

APPENDIX G: TESTIMONIES AND COMMENTS

Staff Sergeant Ryan Burke, Squad Leader, 52nd Brigade Engineer Battalion

Colonel Luke Burnett, Commander, 130th Maneuver Enhancement Brigade

Major General Jefferson Burton, The Adjutant General of Utah

Lieutenant Colonel Rick Burt, Commander, Centennial Training Site, 168th Regiment-Colorado Army National Guard Regional Training Institute

Colonel Dave Burwell, Defense Coordinating Officer, Federal Emergency Management Agency Region 8

Colonel Horst Busch, Military Attaché, Embassy of Federal Republic of Germany

Mr. Mike Bush, Acting Division Chief, Force Accounting & Documentation, HQDA G-3/5/7 Force Management

Mr. Bruce Busler, Director, Joint Distribution Process Analysis Center & Army Transportation Engineering Agency, U.S. Transportation Command (USTRANSCOM)

Brigadier General Pete Byrne, Commander, Joint Task Force-Centennial

Senior Airmen Corbyn Campbell, Loadmaster, 8th Airlift Squadron

Sergeant Jamason Campbell, Motor Transport Operator, 1006th Quartermaster Company

Lieutenant General (retired) James Campbell, Senior Advisor to the Chief of Staff of the Army

Major James G. Campbell, Assistant G-3 Air, 1st Cavalry Division

Colonel (retired) Mark Campsey

Colonel Cameron Cantlon, Commander, 3rd Cavalry Regiment

The Honorable Shelley Moore Capito, United States Senate, West Virginia

Sergeant Allen Capps, Unmanned Aircraft Systems Operator Instructor, TUASOF

Lieutenant Colonel Shawn Carden, G-6, 4th Infantry Division

The Honorable Ben Cardin, United States Senate, Maryland

Lieutenant General Edward Cardon, Commander, Army Cyber Command (ARCYBER)

Sergeant Shamari Carmen, Automated Logistical Specialist, 1006th Quartermaster Company

Dr. Thomas F. Carney, Vice Director for Force Structure, Resources & Assessment, Joint Staff J-8

Major General Courtney Carr, The Adjutant General of Indiana

The Honorable Brad Carson, Acting Under Secretary for Personnel & Readiness

Mr. Chris Carter, Deputy Chief of Staff for U.S. Representative Richard Hudson, 8th Congressional District, North Carolina

The Honorable John Carter, United States House of Representatives, 31st Congressional District, Texas

The Honorable Robert Casey, Jr., United States Senate, Pennsylvania

Colonel Sean Casey, Director, Joint Staff, Joint Force Headquarters-Maryland

The Honorable Bill Cassidy, United States Senate, Louisiana

Mr. Westin Castenberg, Modeling Analyst, TRADOC Analysis Center, Training & Doctrine Command

Captain David Chace, U.S. Army

Major Marisol Chalas, S-3, 1-158th Attack Reconnaissance Battalion

Major Matthew Chaney, S-3, 10th Special Forces Group (Airborne)

Lieutenant Colonel Patrick Chard, Director of Staff, West Virginia Air National Guard

Colonel George Charfauros, Guam Army National Guard

Staff Sergeant Anthony Chavez, Centennial Training Site Housing Manager, 168th Regiment-Colorado Army National Guard Regional Training Institute

Command Sergeant Major Henry Chin, 116th Cavalry Brigade Combat Team

Major Seangthip “Sean” Chittaphong, G-4, Command Operations & Information Center, I Corps

Major Luke Chivers, S-3, 12th Combat Aviation Brigade

Lieutenant Colonel Steven Cho, G-3, 4th Infantry Division

Mr. John Christensen, Reserve Component Training Coordinator, 10th Mountain Division

Dr. David Chu, President, Institute for Defense Analyses (IDA)

Major General Phillip Churn, Commanding General, 200th Military Police Command

Command Sergeant Major Greg Clancy, Command Sergeant Major, 2-135th Aviation Regiment

Major General H. Stacy Clardy III, USMC, Deputy Director, Force Management, Application & Support, Joint Staff J-8

Mr. David J. Clark, Foreign Intelligence Technical Advisor, HQDA G-2

Lieutenant Colonel Gregg Clark, Commander, Eastern Army National Guard Aviation Training Site

Chief Warrant Officer 4 Onedia S. Clark, Senior Mobility Warrant Officer, HQDA G-4

Command Sergeant Major William Clark Jr, Senior Enlisted Advisor to the Adjutant General of California

Colonel Anthony Clavenna, Commander, 62nd Maintenance Group

Colonel Laura Clellan, Land Component Commander-Colorado Army National Guard

Command Sergeant Major Willie C. Clemmons, Command Sergeant Major Recruiting Command

Lieutenant General Charles Cleveland, Commanding General, USASOC

Lieutenant Colonel Marc Cloutier, Commander, 1-187th Infantry Battalion, 101st Airborne Division

Lieutenant Colonel John Cochran, Aviation Force Development, HQDA G-8

Colonel Matt Cody, Commander, 2nd Infantry Brigade Combat Team, 4th Infantry Division

General (retired) Richard Cody, 31st Vice Chief of Staff of the Army & former commander 101st Airborne Division

The Honorable Mike Coffman, United States House of Representatives, 6th Congressional District, Colorado

Mr. William "Chip" Colbert, Director, Defense Policy & Strategy, National Security Council

Chief Master Sergeant Angie Coleman, 130th Force Support Squadron, West Virginia Air National Guard

Command Sergeant Major Kirk Coley, Command Sergeant Major, 16th Combat Aviation Brigade

Major General Augustus Collins, The Adjutant General of Mississippi

Mr. Ben Collins, Director for Policy, Business Executive for National Security

The Honorable Susan Collins, United States Senate, Maine

Major General Jeffrey N. Colt, Commanding General, First Army Division West

Major General Peggy C. Combs, Commanding General, Cadet Command

Chief Warrant Officer 5 Rick Comer, North Carolina Army National Guard

Major General Dave Conboy, Deputy Commanding General, USARC

Major Nathaniel Conkey, G-33 Battle Major, Command Operations & Information Center, I Corps

Dr. Kathleen Conley, Institute for Defense Analyses (IDA)

Colonel BJ Constantine, Chief of Staff, Human Resource Command

Staff Sergeant Bradley D. Convrey, 821st Engineer Company

Mr. Louis Cooper, Senior Director, Security & Labor Relations, Port of Tacoma

Brigadier General Norvell V. Coots, MD, Commander, Regional Health Command Europe & Command Surgeon, U.S. Army Europe

Colonel Jeffrey Copeland, Commander, 449th Theater Aviation Brigade

Command Sergeant Major Ted Copeland, Command Sergeant Major, 79th Theater Sustainment Command

First Sergeant Shamika Copenhagen, First Sergeant, Headquarters & Headquarters Company, 79th Theater Sustainment Command

Captain Jesse Cornett, Staff Judge Advocate, Command Operations & Information Center, I Corps

Mr. Scott Cospser, Mayor of the City of Killeen and Vice Chairman of the Killeen Temple Metropolitan Planning Organization (KTMPO)

The Honorable Ryan Costello, United States House of Representatives, 6th Congressional District, Pennsylvania

Lieutenant Colonel Richard Cottage, Counter Drug Coordinator, Pennsylvania Army National Guard

The Honorable Tom Cotton, United States Senate, Arkansas

Lieutenant Colonel Cora Courage, Commander, 1972nd Combat Operational Stress Control Detachment

Sergeant Sean D. Courtney, Human Resources NCO, West Virginia Army National Guard

Staff Sergeant Bradley Cox, Instructor (MOS 35L), 6-108th Military Intelligence Battalion (USAR)

Sergeant Jeffrey Cox, UH-60 Flight Instructor (TPU), Alpha Company, 1-169th Aviation Regiment

Sergeant Major Alex Coy, Operations Sergeant Major, Special Operations Detachment-Europe, West Virginia Army National Guard

Dr. John Craft, Superintendent of Schools for Killeen Independent School District

The Honorable Mike Crapo, United States Senate, Idaho

Ms. Ashley Craven, private citizen

First Lieutenant Lamar Cravens, Platoon Leader, 52nd Brigade Engineer Battalion

Colonel (retired) Kenneth J. Crawford

APPENDIX G: TESTIMONIES AND COMMENTS

Major Matthew Crawford, S-2, 10th Special Forces Group (Airborne)

Brigadier General David Creagh, Defense Attaché, Embassy of Australia

Colonel Robert Crisistomo, Chief of Joint Staff, Guam Army National Guard

Mr. Jimmy Crisp, Security Specialist, 79th Theater Sustainment Command

Colonel Christopher Croft, Director, Center for Army Leadership, Combined Arms Center, TRADOC

Lieutenant Colonel Shane Crofts

Command Sergeant Major Michael Crosby, Command Sergeant Major, 4th Infantry Division & Fort Carson

Mr. Ron Crosby, Systems & Scheduling Chief, Camp Ripley Training Center, Minnesota

Colonel Peter Cross, Commander, 49th Military Police Brigade

Lieutenant General Anthony Crutchfield, Deputy Commander, U.S. Pacific Command (USPACOM)

Colonel Charles Cumiskey, Executive Officer, 396th Combat Support Hospital

Chief Warrant Officer 4 Kurt Cunningham, Battalion Master Gunner, 1-130th Attack Reconnaissance Battalion

Lieutenant Colonel Paul Cunningham, National Training Center

Sergeant Robert T. Cunningham, West Virginia Army National Guard

Major General Glenn Curtis, The Adjutant General of Louisiana & President, Adjutant Generals Association of the United States

Lieutenant Colonel James Cutchin, G-9, Colorado Army National Guard

The Honorable Jack Dalrymple, Governor of North Dakota

Dr. Don Daniels, MD, Metroplex Health System

Mr. Ed Dankbar, Hazmat Officer, Canadian Pacific Rail Emergency Response

Colonel Darrell Darnbush, Commander, 278th Armored Cavalry Regiment

Colonel Kimberly J. Daub, Commander, 101st Sustainment Brigade

The Honorable Dennis Daugaard, Governor of South Dakota

Major General Bret D. Daugherty, The Adjutant General of Washington

Mr. Chris Daugherty, Office Assistant Secretary of Defense for Strategy, Plans & Capabilities

Brigadier General Timothy J. Daugherty, Deputy Commanding General, 4th Infantry Division

Colonel Ross Davidson, Assistant Chief of Staff, G-3, I Corps

Captain Clint Davis, Assistant Operations Officer, 5th Battalion, 19th Special Forces Group

Master Sergeant Joshua Davis, 807th Medical Command (Deployment Support)

Major Kerry Davis, G-3 Operations, Colorado Army National Guard

Mr. Mark Davis, Deputy Assistant Secretary of the Army-Manpower & Reserve Affairs & Director, Army Marketing & Research Group

Colonel J. Ray Davis, National Guard Bureau (NGB) Aviation Directorate

Mr. Tad Davis, private citizen

Colonel Matt Dawson, Director, Center for Strategic Leadership & Development, Army War College

Lieutenant Colonel Josh Day, State Aviation Officer, Colorado Army National Guard

The Honorable Mark Dayton, Governor of Minnesota & Member of the Council of Governors

Lieutenant Colonel Brian Dean, Commander, 3-116th Cavalry Regiment

Brigadier General Arian Deblieck, Commanding General, 7th Civil Support Command

First Sergeant Luis DeJesus, First Sergeant, 4th Battalion, 160th Special Operations Aviation Regiment

Chief Warrant Officer 4 Melvin DeJesus, 1-158th Attack Reconnaissance Battalion

Lieutenant Colonel Cory Delger, Deputy Fires Support Coordinator, 4th Infantry Division

The Honorable Charlie Dent, United States House of Representatives, 15th Congressional District, Pennsylvania

Colonel Daniel Dent, Commander, 96th Troop Command

Staff Sergeant Nicole Dial, Battalion S-3 ATRRS NCO, 6-108th Military Intelligence Battalion (USAR)

Colonel (retired) Alfred Diaz, Reserve Officer Association of the United States

Colonel Dickson, G-5, U.S. Army Africa

Colonel John DiGiambattista, Commander, 1st Armored Brigade Combat Team, 1st Cavalry Division

Brigadier General Michael Dillard, Commanding General, 310th Expeditionary Sustainment Command

Colonel Robert Dinenna, G-3, 200th Military Police Command

Lieutenant General Joseph DiSalvo, Deputy Commander, U.S. Southern Command (USSOUTHCOM)

Colonel Rob Dixon, U.S. Army Europe

Captain David E. Dodson, Commander, 155th Engineer Company (Vertical)

Command Sergeant Major Gerardo Dominguez, Command Sergeant Major, 32nd Army Air & Missile Defense Command

Mr. Mike Dominguez, Director, Strategy, Forces & Resources Division, Institute for Defense Analyses (IDA)

Lieutenant General Patrick Donahue II, Deputy Commanding General/Chief of Staff, FORSCOM

Brigadier General (retired) Edward Donnelly, Institute for Defense Analyses (IDA)

The Honorable Joe Donnelly, United States Senate, Indiana
Chief Warrant Officer 2 Holly Donica, 1-158th Attack Reconnaissance Battalion

Mr. Chris Donohoe, Marine Cargo Specialist, SS Cape Intrepid (AKR-11)

Chief Warrant Officer 5 Matt Dorram, Former State Command Chief Warrant Officer, Colorado Army National Guard

Major Jonathon Dotterer, Commander, Minnesota CBRNE Enhanced Response Force Package (CERF-P)

Mr. Colin Doyle, Institute for Defense Analyses (IDA)

Master Sergeant Denise Drummond, G-3 NCO, Colorado Army National Guard

The Honorable Doug Ducey, Governor of Arizona

Sergeant First Class Floyd Dugan, Fire Direction Center NCOIC, 2-77th Field Artillery Battalion

Colonel George Dukes, Office, Chief of the Army Reserve

Major General Donald P. Dunbar, The Adjutant General of Wisconsin

Command Sergeant Major Sean M. Dunn, Command Sergeant Major, 1st Air Cavalry Brigade

The Honorable Richard Durbin, United States Senate, Illinois

Mr. Sean Eagan, Director, Governmental Affairs, Port of Tacoma

Second Lieutenant Esponinisa Eatmon, Platoon Leader, 1006th Quartermaster Company

Command Sergeant Major William "Tom" Edmunds, Command Sergeant Major, Joint Interagency Training & Education Center, West Virginia Army National Guard

Major General H. Michael Edwards, The Adjutant General of Colorado

Colonel Larry Edwards, Commander, Medical Command, Washington Army National Guard

Mr. Gary Elliott, Under Sheriff for Solano County, California

Mr. Andre Elmaleh, Military Liaison, Port of Tacoma

Major Henry Empeno, Commander, Headquarters & Headquarters Company, 79th Theater Sustainment Command

Colonel Gregg Engler, Staff Judge Advocate, 4th Infantry Division

Lieutenant Colonel Christine Enriquez, G-1, 4th Infantry Division

Mr. Kevin Erickson, ASF Supervisor (MILTECH), Alpha Company, 1-169th Aviation Regiment

The Honorable Joni Ernst, United States Senate, Iowa

Lieutenant Colonel Shannon Espinoza, Senior Army Advisor, Colorado Army National Guard

Mr. Arnold Estok, private citizen

Specialist First Class John Evers, Food Service Specialist, 1006th Quartermaster Company

Chief Warrant Officer 4 Ryan Eyre, Instructor Pilot, 1-211th Attack Reconnaissance Battalion

Command Sergeant Major Carl Fagan, Command Sergeant Major, 101st Division Artillery

The Honorable Mary Fallin, Governor of Oklahoma

Staff Sergeant Kelby Faulk, G-2, Command Operations & Information Center, I Corps

Mr. Daniel Feehan, Deputy Assistant Secretary of Defense (Readiness)

Captain Darrell Fejarang, Aide-de-Camp, Guam Army National Guard

First Lieutenant Luis Feliciano, Commander, 544th Military Police Company

Mrs. Alexis Felix, Unit Administrator, 479th Engineer Battalion

Major General John Ferrari, Director, Program Analysis & Evaluation, HQDA G-8

Lieutenant Colonel James Fidler, Commander, Army Aviation Support Facility, South Carolina Army National Guard

Major Alexia Fields, Civil Affairs Psychological Operations Command

Mr. Gerry Fiola, Chief of Security, Port of Tacoma

APPENDIX G: TESTIMONIES AND COMMENTS

Sergeant Stephen Fleming, Warrior Leader Course Operations
NCO, 168th Regiment-Colorado Army National Guard
Regional Training Institute

Brigadier General (retired) Dr. Stan Flemming, MD,
U.S. Army

Colonel Eric Folkestad, Office, Chief of the Army Reserve
Command Sergeant Major James Forbes II, Command
Sergeant Major, 138th Regiment-Indiana National Guard
Regional Training Institute

Brigadier General Walter Fountain, Special Assistant to the
Director, Army National Guard

Mr. John Frame, G-5, U.S. Army Africa

Colonel Anthony Francia, G-3, 79th Theater Sustainment
Command

Chief Master Sergeant John Frazier, 62nd Maintenance Group

Captain Jason Freeman, Operations Officer, National Guard
Bureau

Chief Warrant Officer 2 Orlando Freeman, 84th Training
Command

Mr. Nate Freier, Professor of National Security Studies, Army
War College

Sergeant First Class Robert Frey, Unmanned Aircraft Systems
Facility NCOIC, TUASOF

Major General Kurt Fuller, Deputy Commanding General,
I Corps

Mr. Mike Fuller, Senior Readiness Officer, I Corps

Lieutenant General (retired) Paul Funk, U.S. Army

Colonel (retired) Daniel Furtado, California Army Reserve
Ambassador

Chief Warrant Officer 2 Kevin Gabrielson, Maintenance
Warrant Officer, 479th Engineer Battalion

Command Sergeant Major (retired) Joe Gainey

Colonel Sean A. Gainey, Deputy Commanding Officer, Cadet
Command

Major General Duane Gamble, Commanding General, 21st
Theater Sustainment Command

Sergeant First Class Jose Garcia, 40th Infantry Division

Brigadier General Marianne Garcia, Deputy Commanding
General, 200th Military Police Command

The Honorable Cory Gardner, United States Senate, Colorado

Major General Michael Garrett, Chief of Staff, U.S. Central
Command (USCENTCOM)

Lieutenant General William Garrett, Deputy Commander,
U.S. European Command (USEUCOM)

Colonel Clay Garrison, Commander, 144th Fighter Wing,
California Air National Guard

Colonel Michael Garshak, Chief of Staff, Idaho Army National
Guard

Major Stewart Gast, Executive Officer, 52nd Brigade Engineer
Battalion

Major General William Gayler, Deputy Commanding General,
U.S. Army Europe

Colonel (retired) Dr. Gian Gentile, Center for Strategic &
International Studies

Major General Anthony German, Assistant Adjutant General
of New York

Mr. Dennis Gibson, S3 Inc.

Major George Giles, Maintenance Officer, Army Aviation
Support Facility- Fort Indiantown Gap, Pennsylvania

Brigadier General Steve Gilland, Deputy Commanding
General-Operations, 101st Airborne Division

Ms. Bethina Gilmore, G8, USASOC

Major Christina Gilroy, Commander, Regional Training Site-
Maintenance, 139th Regiment

Mr. Nate Godwin, Deputy G3, FORSCOM

Major General Ryan Gonsalves, Commanding General, 4th
Infantry Division & Fort Carson

Private First Class Michael Gonzales, 63rd Ordnance Company

Staff Sergeant Juan Gonzalez, Maintenance Supervisor, Army
Reserve Aviation Support Facility-Conroe, Texas

Chief Warrant Officer 5 Chris Good, Instructor Pilot, 40th
Combat Aviation Brigade

Brigadier General John Goodale, Assistant TAG, Idaho
National Guard

Mr. Will Goodman, Vice President for Policy, National
Defense Industry Association

Captain Joseph Gorgacz, Engineer Officer, 518th Sustainment
Brigade

Admiral William E. Gortney, USN, Commander, U.S.
Northern Command (USNORTHCOM)

Dr. Daniel Goure, Vice President, Lexington Institute

Mr. David Graham, Institute for Defense Analyses (IDA)

Major General (retired) Mark A. Graham, former Deputy
Chief of Staff, G-3/5/7 (Readiness), Forces Command

The Honorable Kay Granger, United States House of
Representatives, 12th Congressional District, Texas

Lieutenant Colonel Greg Grant, Deputy Commander, Joint Interagency Training & Education Center, West Virginia Army National Guard

Major General (retired) Robert Grant

Sergeant Taniqua Grant, Training NCO, 1-158th Attack Reconnaissance Battalion

General Frank Grass, Chief, National Guard Bureau

The Honorable Chuck Grassley, United States Senate, Iowa

The Honorable William Greenberg, Judge, United States Court of Appeals

Colonel Bryan Grenon, Commander, 81st Armored Brigade Combat Team

Senior Airmen Naomi Griego, 62nd Airlift Wing Public Affairs

Colonel Ethan Griffin, Vice Commander, 62nd Airlift Wing

Major General John Gronski, Commanding General, 28th Infantry Division

Colonel Didier Gros, Military Attaché, Embassy of France

Mr. Dean Grose, City Council Member, City of Los Alamitos, California

Colonel Ephraim Grubbs, Commander, 60th Troop Command

Mr. Robert Grundy, Logistics Management Specialist, HQDA G-4

Lieutenant Colonel Nikolaus Guran, Commander, 101st Headquarters & Headquarters Battalion

Brigadier General Leon Guerrero, The Adjutant General of Guam

Command Sergeant Major Mike Gundrum, Senior State Enlisted Leader, Pennsylvania Army National Guard

Brigadier General Darrell Guthrie, Commanding General, 104th Training Division

First Lieutenant Nathaniel Guthrie, Commander, Alpha Company, 1-158th Attack Reconnaissance Battalion

Sergeant First Class Carlos Gutierrez, 75th Training Command

Mr. Nico Guzman, private citizen

Lieutenant Colonel Brent Haas, Office of the Chief of Army Reserve

Brigadier General Wendul Hagler, Special Assistant to the Director, Army National Guard

Brigadier General Jack Haley, Commanding General, 593rd Expeditionary Sustainment Command

Colonel Jimmie Hall, Commander, 5th Signal Command

Lieutenant Colonel Joseph Halloran, Commander, 2-320th Field Artillery Regiment, 101st Airborne Division

Chief Warrant Officer 2 Marcaus Hamby, Network Operations Security Cell, Brigade Modernization Command

Sergeant First Class Clinton Hamilton, G-33 Fires, Command Operations & Information Center, I Corps

Command Sergeant Major Gary Hamm, Command Sergeant Major, 449th Theater Aviation Brigade

Colonel George Hanhauser, G-3/5/7, Civil Affairs & Psychological Operations Command

Master Sergeant Richard Hannah, G-6, Command Operations & Information Center, I Corps

Chief Warrant Officer 5 Michael Hanten, Command Chief Warrant Officer, 79th Theater Sustainment Command

Major General Gary M. Hara, Deputy Commanding General-Army National Guard, U.S. Army Pacific

Colonel Ken Hara, Deputy Adjutant General, Hawaii Army National Guard

Brigadier General Kurt Hardin, Deputy Commanding General, 79th Sustainment Support Command

Major General (retired) Gus Hargett, President, National Guard Association of the United States

Lieutenant Colonel Patrick Harkins, Commander, 3-187th Infantry Battalion, 101st Airborne Division

Colonel Michael Harlan, Director, Department of Logistics & Resource Operations, Combined Arms Center, TRADOC

Major General Brian Harris, Commander, Task Force 51, U.S. Army North

Admiral Harry B. Harris, Jr, USN, Commander, U.S. Pacific Command (USPACOM)

Chief Master Sergeant (retired) John Harris, President, Enlisted Association of the National Guard of the United States

Colonel John Harrison, Chief of Staff, Colorado Army National Guard

Major Derrick Hart, Executive Officer, 1-158th Attack Reconnaissance Battalion

Colonel Michael Harvey, Assistant Chief of Staff, G-3 Aviation, I Corps

Mr. Thomas H. Harvey, Deputy Assistant Secretary of Defense for Strategy, Plans & Capabilities

Major General Lawrence Haskins, Commanding General, 40th Infantry Division

The Honorable Maggie Hassan, Governor of New Hampshire

Major Walter J. Hatfield, J-33 Current Operations Officer, Joint Force Headquarters-West Virginia

APPENDIX G: TESTIMONIES AND COMMENTS

Colonel Ken Hawley, Chief, Aviation Division, Forces Command

Colonel Randall L. Haws, Deputy Chief of Staff-Operations, Human Resource Command

Mr. Paulus Hay, Logistics Management Specialist, HQDA G-4
Brigadier General Richard Hayes, The Adjutant General of Illinois

Lieutenant Colonel James Haynie, Commander, 1-185th Attack Reconnaissance Battalion

The Honorable Denny Heckm, United States Congress, 10th District Representative, Washington

Lieutenant Colonel Raphael Heflin, Commander, 142nd Combat Service Support Battalion, 1st Sustainment Brigade, 1st Armored Division

The Honorable Heidi Heitkamp, United States Senate, North Dakota

Major Elizabeth Helland, 1st Space Brigade

Lieutenant Colonel Robert Hepner, Garrison Commander, Fort Indiantown Gap, Pennsylvania

The Honorable Richard Herbert, Governor of Utah

Chief Warrant Officer 5 James Herring, Command Chief Warrant Officer, North Carolina Army National Guard

The Honorable John Hickenlooper, Governor of Colorado

Mr. Jim Hickey, Professional Staff Member, U.S. Senate Armed Services Committee

Mr. Chip Hickman, Mobilization Officer, G-3, First Army, Division West

Mr. Asher Hildebrand, Chief of Staff for U.S. Representative David Price, 4th Congressional District, North Carolina

Dr. Andrew Hill, Professor of Organization Studies, Army War College

Sergeant First Class Ryan Hill, 1st Squadron, 14th Cavalry Regiment

Major General William Hill, Assistant Adjutant General (Air) of Mississippi

Chief Warrant Officer 2 Joan Hills, G-1, Command Operations & Information Center, I Corps

Chief Warrant Officer 3 Andrew Hilton, Operations Warrant Officer, 5th Battalion, 19th Special Forces Group

Brigadier General Timothy Hilty, Assistant Adjutant General of Pennsylvania

Colonel Mark Himes, G-3, 10th Mountain Division

Major General William Hix, Director, Strategy, Plans & Policy, HQDA G-3/5/7

Colonel Shaun Hodge, J-3, Joint Force Headquarters-Washington

Lieutenant General Fredrick Hodges, Commanding General, U.S. Army Europe

Lieutenant Colonel George Hodges, G-3 Plans, First Army, Division West

Lieutenant Colonel Ray Hoefflein, Chief of Operations, 40th Infantry Division

The Honorable John Hoeven, United States Senate, North Dakota

Mr. Frank Hoffman, Center for Strategic & International Studies

Lieutenant Colonel Robert L. Hohman, Office, Chief of the Army Reserve

Major General Daniel R. Hokanson, The Adjutant General of Oregon

Mr. Richard Holcomb, Deputy to the Commanding General, USASOC

Private First Class Alyssa Holden, Washington Army National Guard

Colonel Kenneth G. Holley, Operations Officer, Cadet Command /104th Training Command

Major General Jeffrey Holmes, Deputy Adjutant General of Tennessee

Mr. Eric Hopkins, IT Specialist, 75th Training Command

Major General Thomas A. Horlander, Deputy Assistant Secretary of the Army for Budget

Chief Warrant Officer 4 William Horne, OIC/Director/Senior Instructor, Regional Training Site-Maintenance, 139th Regiment

Mr. Stanley A. Horowitz, Cost Analysis & Research Division, Institute for Defense Analyses (IDA)

Brigadier General John Hort, G-3, U.S. Army Europe

Lieutenant Colonel (retired) Dr. Milton D. Houghton

Mr. Christopher Howard, Liaison, U.S. Forces Korea

Brigadier General Michael Howard, Deputy Commanding General-Operations, 10th Mountain Division

Colonel Jon Howerton, Staff, U.S. Army Pacific

Major General James Hoyer, The Adjutant General of West Virginia

Lieutenant Colonel Derrek Hryhorchuk, Commander, Houston Army Aviation Support Facility, Texas Army National Guard

Sergeant Samuel Hubbard, Company Standardization Instructor and ASF Employee (MILTECH), Alpha Company, 1-169th Aviation Regiment

The Honorable Richard Hudson, United States House of Representatives, North Carolina 8th District

Colonel (retired) Thomas Hueg, USAF, President, Department of Virginia, Reserve Officers Association

Mrs. Nancy Huff, Institute for Defense Analyses (IDA)

Mr. Tucker Hughes, Branch Chief, Center for Army Analysis Institute for Defense Analyses (CAA)

The Honorable Graham Hunt, State Representative, 2nd Legislative District, Washington

Colonel Edward J. Hunter, Assistant Chief of Staff, G-6, I Corps

Colonel Daniel Hurlbut, Commander, 120th Infantry Brigade, First Army, Division West

Major General Paul Hurley, G4, FORSCOM

The Honorable Asa Hutchinson, Governor of Arkansas

The Honorable David Y. Ige, Governor of Hawaii

Brigadier General James Illingworth, Military Attaché, Embassy of the United Kingdom

Chief Warrant Officer 5 Steve Imeraj, State Command, Colorado Army National Guard

The Honorable Jay Inslee, Governor of Washington

Brigadier General Ferdinand Irizarry II, G3, USARC

Staff Sergeant Kevin Irving, Supply Sergeant, 479th Engineer Battalion

The Honorable Johnny Isakson, United States Senate, Georgia

Staff Sergeant Katherine Jackson, 62nd Airlift Wing Public Affairs

Rear Admiral Lawrence Jackson, USN, Reserve Deputy Director, Warfare Integration Division, U.S. Navy

Sergeant First Class Pamela Jackson, 104th Training Command

Command Sergeant Major Dennis Jacques, Command Sergeant Major, 479th Engineer Battalion

Colonel Jack James, Commander, 42nd Combat Aviation Brigade

Colonel Manley James, Commander, 139th Regiment-North Carolina National Guard Regional Training Institute

Major General Thomas James, Jr., G3/5/7, FORSCOM

Major General Tom James, Commanding General, 7th Infantry Division

Captain Justin Jarrell, Standardization & Evaluations Pilot, 62nd Operations Group

Lieutenant Colonel Robert T. Jarrett Jr, Executive Officer, 36th Combat Aviation Brigade

Mr. Kenneth Jenkins, Unit Administrative Technician, 479th Engineer Battalion

Command Sergeant Major Daniel Jennings, Command Sergeant Major, 278th Armored Cavalry Regiment

Command Sergeant Major Thomas Jennings, Command Sergeant Major, 84th Training Command

First Lieutenant Daniel Jester, 1st Squadron, 14th Cavalry Regiment

Mr. Miguel Jimenez, Director, Surface Deployment & Distribution Command, Seattle, Washington

Mr. David R. Johnson, RAND Corporation

Lieutenant Colonel Donald Johnson, S-3, 2nd Medical Brigade

Brigadier General John "Pete" Johnson, Director of Training, HQDA G-3/5/7

Command Sergeant Major John Johnson, Command Sergeant Major, 52nd Brigade Engineer Battalion

Major Louis Johnson, Assistant Division Engineer, 4th Infantry Division

Lieutenant Colonel Richard Johnson, Plans & Policy, HQDA G-35

The Honorable Ron Johnson, United States Senate, Wisconsin

Colonel Russell Johnson, Commander, 116th Cavalry Brigade Combat Team

Ms. Virginia Johnson, Director of Federal Relations, Office of the Governor, State of North Carolina

Brigadier General Charles Jones, Deputy Adjutant General of Kentucky

Lieutenant Colonel Craig Jones, G-4, Colorado Army National Guard

Brigadier General Kenneth D. Jones, Commanding General, 4th Expeditionary Sustainment Command

Chief Warrant Officer 5 Kenneth Jones, Instructor Pilot, 1-211th Attack Reconnaissance Battalion

Colonel Stanley Jones, Commander, Ellington Field Joint Readiness Base & 147th Reconnaissance Wing, Texas Air National Guard

Colonel Todd Jones, Director, Total Force, I Corps

Major General James Joseph, The Adjutant General of Pennsylvania

General (retired) George Joulwan, Former Supreme Allied Commander Europe

APPENDIX G: TESTIMONIES AND COMMENTS

Lieutenant General Timothy J. Kadavy, Director, Army National Guard

Ms. Susan Kamas, Executive Director of Workforce Solutions of Central Texas

Ms. Mara Karlin, Deputy Assistant Secretary of Defense, Strategy and Force Development

Ms. Sheridan Kearnan, Minister-Counselor (Defense Policy), Embassy of Australia

Colonel Valery C. Keaveny, Jr., Chief of Staff, 101st Airborne Division

Mr. Jimmy Keefe, Commissioner, Cumberland County, North Carolina

Colonel Alan Kellogg, Assistant Chief of Staff, G-1, I Corps

General John Kelly, Commander, U.S. Southern Command (USSOUTHCOM)

The Honorable Trent Kelly, U.S. Representative, 1st Congressional District, Mississippi

Captain Charles Kelsey, Intelligence Officer, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Major General (retired) Dennis Kenneally, Council Member, Governor of California's Military Council

Colonel James "Bo" Kenyon, Commander, 36th Combat Aviation Brigade

Lieutenant Colonel Donald Kettering, 6-108th Military Intelligence Battalion

Colonel Kevin Kick, Special Projects, Colorado Army National Guard

The Honorable Derek Kilmer, United States Congress, 6th District Representative, Washington

First Lieutenant Christine Kim, Administrative Assistant, 145th Multi-Functional Medical Battalion

Major Robert Kincaid Jr., Commander, Headquarters & Headquarters Company, 111th Engineer Brigade

Sergeant First Class Scott King, First Sergeant, Alpha Company, 1-169th Aviation Regiment

Dr. Christopher Kirchhoff, Director for Strategic Planning, National Security Council

Colonel Kajari Klettenberg, Defense Attaché, Embassy of Estonia

Mr. Josh Klimas, Policy Researcher, RAND Corporation

Mr. Dan Klippstein, Deputy Director, Strategy, Plans & Policy, HQDA G-3/5/7

Lieutenant Colonel Damon Knarr, Division Engineer, 4th Infantry Division

Captain Jason Kneib, G-33 Orders Chief, Command Operations & Information Center, I Corps

Major Charles Knoll, Executive Officer, 4th Infantry Division Artillery

Lieutenant Colonel Kurt Kobernik, Commander, 3-116th Infantry Regiment

Colonel Charles Kohler, Public Affairs Officer, Joint Force Headquarters-Maryland

Brigadier General Troy D. Kok, Deputy Commanding General-Support, Recruiting Command

Sergeant First Class Eric Kolar, 1972nd Combat Operational Stress Control Detachment

Brigadier General Kenneth Koon, Assistant TAG, Wisconsin National Guard, and Deputy Commander, Division West, 1st Army

Airmen First Class Jeremy Kosick, Loadmaster, 8th Airlift Squadron

Mr. Nicholas Kostelecky, Installation Transportation Officer, Joint Base Lewis-McChord, Washington

Mr. Edward Koucheravy, Director, Land Forces Division, Cost Assessment & Program Evaluation Office, Office of Secretary of Defense Legislative Affairs

Mr. Jeff Kramer, Training Officer, G-3, First Army, Division West

Lieutenant Colonel Erik Krivda, G-5, I Corps

Lieutenant Colonel Max Krupp, Commander, 1-143rd Infantry Regiment (Airborne)

Lieutenant Colonel Blake Lackey, G-33 Chief, Command Operations & Information Center, I Corps

Lieutenant Colonel Stephen Ladd, Commander, 2-214th Aviation Regiment

Command Sergeant Major Shane Lake, Senior Enlisted Advisor, Oregon Army National Guard

Colonel Adam Lange, G-3 Air, III Corps

Specialist Stephanie Lanham, Human Resources Specialist, 1006th Quartermaster Company

Dr. Michael Lankowski, First Secretary (Defense Strategic Policy), Embassy of Australia

Lieutenant General Stephen Lanza, Commanding General, I Corps

Major Kevin Larrabee, Deployment & Enablers Division, Center for Army Analysis, HQDA G-8

Colonel Bryan Laske, Garrison Commander, Fort Drum, New York

Lieutenant General James B. Laster, USMC, Director, U.S. Marine Corps Staff

Brigadier General John Lathrop, Deputy Commanding General, 40th Infantry Division

Brigadier General Markus Laubenthal (German Army), Chief of Staff, U.S. Army Europe

Brigadier General Donald Laucirica, Assistant Adjutant General of Colorado

Major Ian Lauer, National Training Center

Major Stephanie Lawrence, Staff Officer, First Army, Division East

Mr. Bruce Leach, Director, Military Sealift Command, Seattle

Mr. Jon Lee, Deputy, Management & Support, 9th Mission Support Command

Mr. Jon Lee, 351st Civil Affairs Command (CACOM)

Mrs. Maren Leed, Senior Advisor, Defense Policy Studies & International Security Program, Center for Strategic & International Studies

Colonel Michael Leeney, Chief of Staff, 40th Infantry Division

Colonel John Leffers, Chief of Staff, First Army, Division West

Lieutenant General Mary Legere, Deputy Chief of Staff G-2, HQDA

Lieutenant General Joseph Lengyel, Vice Chief, National Guard Bureau

Brigadier General Roderick R. Leon Guerrero, The Adjutant General of Guam

Colonel Robert Lesher, G1, Hawaii Army National Guard

Colonel David Lesperance, Chief, Operations Group, National Training Center

Command Sergeant Major Rodney Lewis, Command Sergeant Major, 10th Mountain Division

Mr. Lars Liden, G-3 Force Modernization, I Corps

Sergeant First Class Jacob Lindholm, 10th Special Forces Group (Airborne)

Colonel John J. Lindsay, HQDA G-3/5/7 Aviation Directorate

Staff Sergeant Marshall Lindsay, E Detachment NCOIC (TPU), Alpha Company, 1-169th Aviation Regiment

Major Samuel Linn, S-3, 4th Infantry Division Artillery

Colonel Bruce Linton, Commander, 66th Theater Aviation Command

Colonel Ernest Litynski, 76th Operational Response Command

Major General Robert Livingston Jr., The Adjutant General of South Carolina

Brigadier General Arthur J. Logan, The Adjutant General of Hawaii

Colonel Stephen F. Logan, Commander, 29th Infantry Brigade Combat Team

Captain Andrew Lohrenz, S-4, 2-77th Field Artillery Battalion

Major General Neal Loidolt, Commanding General, 34th Infantry Division

Mr. Michael Lombard, Unit Administrator, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Mrs. Bonnie Longie, 62nd Airlift Wing Protocol Office

Sergeant Jesus Lopez, Headquarters & Headquarters Company, 79th Theater Sustainment Command

Lieutenant Colonel Bryan Love, G-2, 4th Infantry Division

Colonel Adam Loveless, Chief of Staff, 7th Army Joint Multinational Training Command

The Honorable Alan Lowenthal, U.S. Representative, 47th Congressional District, California

Lieutenant Colonel Chris Lowman, Deputy J-3, Joint Force Headquarters-Colorado

Major Michael Lueckeman, S-3, 10th Special Forces Group (Airborne)

Major General Michael Lundy, Commanding General, Aviation Center of Excellence

Major General Gregory Lusk, The Adjutant General of North Carolina

Mr. Dana Luton, Army Campaign Plan Integrator, Forces Command

Mr. James Lynch, Facility Supervisor, Army Reserve Aviation Support Facility-Conroe, Texas

Command Sergeant Major Sheryl Lyon, Command Sergeant Major, U.S. Army Europe

Staff Sergeant Christopher Lytle, Instructor (MOS 35L), 6-108th Military Intelligence Battalion (USAR)

Lieutenant General Sean MacFarland, Commanding General, III Corps & Fort Hood, Texas

Colonel (retired) Dr. Douglas MacGregor, Burke-MacGregor, LLC

Sergeant Natasha MacKenzie, Vulture Team Operations SGT, NTC Urban Warfare Media Center

Command Sergeant Major Eric Macher, Command Sergeant Major, 2-77th Field Artillery Battalion

APPENDIX G: TESTIMONIES AND COMMENTS

Command Sergeant Major Ed Macias, Command Sergeant Major, 169th Field Artillery Brigade

Lieutenant Colonel Craig Macina, Exercise Planner, 5th Armor Brigade, First Army

Mr. Rodney Maddox, Chief Deputy Secretary, North Carolina Secretary of State

Chief Warrant Officer 4 Ronald Magaro, Supervisor, Unit Training Equipment Site-Fort Indiantown Gap, Pennsylvania

Major Joycelyn Magday, Scribe, 79th Theater Sustainment Command

Brigadier General Mark Malanka, Deputy Commanding General, 40th Infantry Division

The Honorable Dan Malloy, Governor of Connecticut

Colonel Shawn Manke, Commander, 34th Combat Aviation Brigade

Mr. Steve Mannell, Chairman, Chamber of Commerce Military Affairs, Fayetteville, North Carolina

The Honorable Jack Markell, Governor of Delaware

Colonel James C. Markert, Chief of Staff, III Corps & Fort Hood

Colonel Kyle J. Marsh, Commander, 101st Division Artillery

Command Sergeant Major Alvin Martin, Command Sergeant Major, 3-116th Infantry Regiment

Major Brett Martin, Executive Officer, Theatre Special Operations Detachment, Colorado Army National Guard

Ms. Candis Martin, Army Reserve Ambassador

Colonel Donna W. Martin, Deputy Commanding General-Operations, Recruiting Command

Command Sergeant Major Jerry Martin, Command Sergeant Major, 139th Regiment

Major General Joseph Martin, Commanding General, National Training Center and Fort Irwin

Major General Theodore Martin, Commanding General, 2nd ID

Lieutenant Colonel Isaac Martinez, Commander, 193rd Military Police Battalion

Mr. David Martino, Officer Personnel Management Director, Human Resource Command

Command Sergeant Major Brandon Marx, Command Sergeant Major, Centennial Training Site, 168th Regiment-Colorado Army National Guard Regional Training Institute

Colonel Charles Masaracchia, Commander, 2nd Armored Brigade Combat Team, 1st Armored Division

Brigadier General James Mason, Deputy Commanding General, 807th Medical Command (Deployment Support)

Specialist Ryan Mason, 1st Squadron, 14th Cavalry Regiment

Lieutenant Colonel Christine Massey, G-4, 4th Infantry Division

Mr. Kyosuke Matsumoto, Counselor, Embassy of the Japan

Captain Tyler Mayes, G-33 Battle Captain, Command Operations & Information Center, I Corps

Lieutenant Colonel Phil Mazingo, Commander, 4-3rd Aviation Regiment

Brigadier General Abdelraham Al Mazmi, Defense Attaché, Embassy of the United Arab Emirates

Staff Sergeant Ronald McAndrew, Flight Standards Instructor, Eastern Army National Guard Aviation Training Site

Specialist Sera McArthur, Washington Army National Guard

The Honorable Terry McAuliffe, Governor of Virginia

Chief Warrant Officer 4 Thomas McAuliffe, Brigade Standardization Pilot

Major General Todd B. McCaffrey, Chief of Staff, U.S. Army Pacific

Major General (retired) Mark McCarley

Lieutenant General (retired) Dennis McCarthy, USMC, former Chairman, National Commission on the Structure of the Air Force

Lieutenant Colonel Robert McCaskell, Office, Chief of the Army Reserve

Major General Jonathon McColum, Commanding General, 103rd Expeditionary Sustainment Command

Mr. Dan McCormack, G-3 Staff, U.S. Army Europe

Colonel James G. McCormack, Operations Officer, 166th Regiment-Pennsylvania Army National Guard Regional Training Institute

First Lieutenant Vanessa McCormick, Course Manager, 6-108th Military Intelligence Battalion (USAR)

The Honorable Pat McCrory, Governor of North Carolina

Colonel Michael McCurry, Commander, 10th Combat Aviation Brigade

Colonel Robert McDowell, Deputy Commander, SWC, USASOC

Major John McElveen, Commander, 1-151st Attack Reconnaissance Battalion

Second Lieutenant Jawana McFadden, 40th Infantry Division

Lieutenant Colonel Andreas McGhee, 84th Training Command

Mr. Phil McGhee, G8, FORSCOM
 Lieutenant Colonel Drake McGraw, Commander, 32nd Civil Support Team
 Master Sergeant Douglas McGregor, 62nd Operations Support Squadron
 Major General Michael McGuire, The Adjutant General of Arizona
 The Honorable John McHugh, 21st Secretary of the Army
 Brigadier General Terrence McKenrick, Commander, Brigade Modernization Command
 The Honorable David McKinley, United States House of Representatives, 1st Congressional District, West Virginia
 Lieutenant General James McLaughlin, Deputy Commander, U.S. Cyber Command (USCC)
 Major Cara McLean, S-1, 89th Troop Command
 First Sergeant Matthew McLeod, acting Command Sergeant Major, 4/3 Assault Helicopter Battalion
 Lieutenant General H.R. McMaster, Deputy Commanding General, Futures & Director, Army Capabilities Integration Center, Training & Doctrine Command
 Mr. Jim McMillian, G-5, U.S. Army Africa
 Brigadier General Chris McPadden, Deputy Director, Strategy & Policy, Joint Staff J-5
 The Honorable Matthew Mead, Governor of Wyoming
 Brigadier General (retired) Robin Mealer, Director, U.S. Army Manpower Analysis Agency
 Captain Norian Medina, Student, Civil Affairs Psychological Operations Command
 Major Will Medlicott, Director of Staff, 62nd Airlift Wing
 First Lieutenant Elyse Ping Medvivy, Fire Direction Officer, 2-77th Field Artillery Battalion
 Colonel (retired) Todd Megill
 Staff Sergeant Angel Melendez, S-3 NCOIC, 1-158th Attack Reconnaissance Battalion
 Specialist Joseph Mena, 63rd Ordnance Company
 The Honorable Bob Menendez, United States Senate, New Jersey
 Command Sergeant Major Harry Mercado, Command Sergeant Major, 5th Signal Command
 The Honorable Jeff Merkley, United States Senate, Oregon
 Lieutenant Colonel Jeff Merricks, Executive Officer, 34th Combat Aviation Brigade
 Sergeant First Class Shawn Merrill, Enlisted Flight Platoon Sergeant, Eastern Army National Guard Aviation Training Site

Lieutenant General (retired) Thomas Metz, former III Corps Commander
 Mr. Robert Meyer, Senior Manager, Port Operations, Port of Tacoma
 Colonel Carl Michaud, National Training Center
 Colonel Greg Michel, Garrison Commander, Camp Shelby, Mississippi
 Lieutenant Colonel Richard Mifsud, Commander, 1-160th Infantry Regiment
 The Honorable Barbara Mikulski, United States Senate, Maryland
 First Lieutenant Nolan Miles, Platoon Leader, 52nd Brigade Engineer Battalion
 Command Sergeant Major Dale Miller, Command Sergeant Major, Eastern Army National Guard Aviation Training Site
 First Lieutenant Daniel Miller, Aide-de-Camp, Regional Health Command Europe
 Mr. Derek Miller, Chief, Force Provider Division, FORSCOM
 Major General Harry Miller, Commanding General, 42nd Infantry Division
 Master Sergeant Jason Miller, Operations NCO, Army Reserve Command
 General Mark Milley, 39th Chief of Staff of the Army
 Chief Warrant Officer 3 John Millsap, Cyber Protection Brigade, 7th Signal Command
 Major Matthew R. Minear, Operations Officer, 1st Air Cavalry Brigade
 Chief Warrant Officer 3 Richmond Minton, 1st Squadron, 14th Cavalry Regiment
 Colonel Scott Mitchell, Commander, 196th Infantry Brigade
 Mr. Jim Mitre, Foreign Affairs Specialist, Office of the Under Secretary of Defense for Policy
 Major General (retired) Paul Mock, National Chair for Employer Support for the Guard & Reserve
 Specialist Charles Moerke, 1st Squadron, 14th Cavalry Regiment
 Specialist Joseph Monaco, 1st Squadron, 14th Cavalry Regiment
 Captain Benjamin Monson, 10th Special Forces Group (Airborne)
 Staff Sergeant Montgomery – Public Affairs NCO, Fort Meade, Maryland
 Colonel Matthew Moore, National Training Center

APPENDIX G: TESTIMONIES AND COMMENTS

Mr. Mike Moose, North Carolina Chapter, Reserve Officers' Association

Sergeant Jesus Morales, 145th Multi-Functional Medical Battalion

Colonel Jesse Morehouse, Commander, 168th Regiment-Colorado Army National Guard Regional Training Institute

Lieutenant Colonel Michael Moreni, Commander, 1st Squadron, 163rd Cavalry Regiment

Mr. Darrell Morgeson, Institute for Defense Analyses (IDA)

Dr. Jamie Morin, Director, Cost Assessment & Program Evaluation Office, Office of the Secretary of Defense (CAPE)

Mr. Joseph Morosco, Principal Deputy National Intelligence Officer/Manager for Military Issues, National Intelligence Council

Mr. Glenn Morrison, Killeen City Manager

Mr. Jim Motties, G-7, U.S. Army Africa

Sergeant First Class Pablo Munoz, 63rd Ordnance Company

Mrs. Najla Munshower-Neumann, Military spouse

Lieutenant Colonel Mercedes Murillo, Assistant G-3, 79th Theater Sustainment Command

Major Bryan Murphy, Executive Officer, Centennial Training Site, 168th Regiment-Colorado Army National Guard Regional Training Institute

Major General Patrick Murphy, The Adjutant General of New York

Lieutenant General John M. Murray, Deputy Chief of Staff G-8, HQDA

Colonel Terrence Murrill, Commandant, Recruiting/Retention School, Recruiting Command

Colonel Michael Musiol, Commander, 82nd Combat Aviation Brigade

U.S. Government Stevedoring Contractor

Brigadier General Frank Muth, Director, Army Quadrennial Defense Review Office, HQDA G-8

Colonel Paul Nanamori, Deputy Chief of Staff for Logistics, Hawaii Army National Guard

Sergeant First Class Johnny Napier, Warrior Leader Course Chief Instructor, 168th Regiment-Colorado Army National Guard Regional Training Institute

Major General Richard Nash, The Adjutant General of Minnesota

Lieutenant Colonel Edmund Naughton, Commander, 1-158th Attack Reconnaissance Battalion

Lieutenant Colonel Scott Nauman, National Training Center Senior Brigade Trainer

Staff Sergeant Jeffrey Nelan, California Army National Guard

Staff Sergeant Kathryn S. Nesselrodt, Human Resource NCO, West Virginia Army National Guard

Colonel Tim Newsome, Chief of Staff, First Army, Division East

Major Scott P. Nicholas, Commander, 1-149th Attack Reconnaissance Battalion

Mr. David Nichols, Director, Cost Analysis & Research Division, Institute for Defense Analyses (IDA)

Major General John Nichols, The Adjutant General of Texas

Sergeant First Class Ben Nievera, 132nd Engineer Company (Multi-Role Bridge)

Dr. Marc Nigliazzo, President Texas AM

The Honorable Jeremiah Nixon, Governor of Missouri

Command Sergeant Major James Norman, Command Sergeant Major, I Corps

Chief Warrant Officer 4 Austin Norris, Battalion Master Gunner and Standardization Pilot

Command Sergeant Major Derwood Norris, Command Sergeant Major, 1-130th Attack Reconnaissance Battalion

Colonel Jan C. Norris, Garrison Commander, Fort Hunter-Liggett, California

Mr. Dave Norton, Exercise Director, Exportable Combat Training Center

Command Sergeant Major Gregory F. Nowak, Command Sergeant Major, 101st Airborne Division

Sergeant Ana Nunez, Imagery NCO, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Command Sergeant Major David Nunn, Command Sergeant Major, 66th Theater Aviation Command

Colonel Mark O'Donnell, Chief of Staff, 10th Mountain Division

Dr. Michael E. O'Hanlon, Director of Research for Foreign Policy, Brookings Institution

Command Sergeant Major William O'Neal, Command Sergeant Major, Regional Health Command Europe

Mr. David A. Ochmanek, RAND Corporation

General Raymond Odierno, 38th Chief of Staff of the Army

Colonel Michael Oeschger, Commander, 4th Infantry Division Artillery

Chief Warrant Officer 5 James O'Gorman, 120th Infantry Brigade, First Army, Division West

Chief Warrant Officer 3 Gregory Olivo, Network Operations Security Cell, Brigade Modernization Command

Lieutenant Colonel (retired) Jose Olmos

Colonel Kevin Olson, Public Affairs Officer, Joint Force Headquarters-Minnesota

Staff Sergeant Timothy Oremus, 1st Squadron, 14th Cavalry Regiment

Staff Sergeant Oswaldo Ramos Ortiz, Instructor (MOS 35M), 6-108th Military Intelligence Battalion (USAR)

Major General (retired) Rudolph Ostovich III, former Commander, Aviation Center

Major General Paul A. Ostrowski, Deputy, Acquisition & Systems Management, Office of the Assistant Secretary of the Army (ALT)

Ms. Stephanie Otto, U.S. Army Europe

Command Sergeant Major Craig Owens, Command Sergeant Major, 200th Military Police Command

Major General (retired) Darren Owens

Mr. Bryan Paarmann, Deputy Assistant Director, Counter Terrorism Division & National Counter Terrorism Center, Federal Bureau of Investigation (FBI)

The Honorable Steve Palazzo, United States House of Representatives, 4th Congressional District, Mississippi

Lieutenant General (retired) Dave Palmer

Chief Robert Paoletti, Chief of Police, Redding, California

Mr. Mike Pappas, Senior Advisor, Intelligence Capabilities & Requirements, HQDA G-2

Mr. Bill Pardue, Deputy Director, Aviation Force Development, HQDA G-8

Colonel Amos Parker, Commander, 154th Regiment-Mississippi National Guard Regional Training Institute

Lieutenant Colonel Greg Parker

Colonel Tim Parker, Assistant Chief of Staff, G-2, I Corps

Mr. Jack Parkhurst, Deputy Chief, Aviation Division, Forces Command

Mr. Bill Parry, the City Manager of the City of Gatesville, Texas

Command Sergeant Major Thomas Parsley, Command Sergeant Major, 4th Infantry Division Artillery

Mr. David Paschal, Deputy Director Operations, G-3/5/7, Training & Doctrine Command

Major General James Pasquarette, Commander, U.S. Forces Japan

Command Sergeant Major Lou Pauka, Command Sergeant Major, 10th Special Forces Group (Airborne)

Lieutenant Colonel Douglas Paul, G-3, Special Operations Detachment-Korea, Colorado Army National Guard

Captain Abe Payne, Commander, 1st Squadron, 14th Cavalry Regiment

Colonel Shana Peck, G-3, 32nd Army Air & Missile Defense Command

Colonel Isaac Peltier, Commander, 10th Special Forces Group (Airborne)

Colonel David Pendall, Commander, 66th Military Intelligence Brigade

Colonel William Pendergast, Commander, 41st Infantry Brigade Combat Team

Mr. John H. Pendleton, Director, Force Structure & Readiness Issues, Government Accountability Office

Colonel (retired) George Penrod, Chief Executive Officer, 75th Training Command

The Honorable David Perdue, United States Senate, Georgia

Captain Rafael Perez, Supervisory Staff Administrator, 75th Training Command

General David G. Perkins, Commanding General, Training & Doctrine Command

Mr. Wayne Perry, Military spouse

Airmen First Class Benjamin Person, Loadmaster, 8th Airlift Squadron

The Honorable Gary Peters, United States Senate, Michigan

Major Phillip Peters, Commander, Aviation Training Battalion-Utility, Eastern Army National Guard Aviation Training Site

Ms. Andrea Peterson, Legislative Affairs Manager, National Guard Association of the United States

Brigadier General Erik Peterson, Commanding General, US Army Special Operations Aviation Command (USASOAC)

Master Sergeant Ryan Peterson, Senior NCO Imagery Analyst, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Mr. Lynn Petrie, Facilities Support Technician, Operational Readiness Training Center-Fort Drum, New York

Sergeant First Class Katherine Phelps, Senior Human Resource NCO, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Sergeant Russel Philips IV, 1972nd Combat Operational Stress Control Detachment

Colonel Bryan Phillips, 2nd Medical Brigade

APPENDIX G: TESTIMONIES AND COMMENTS

Lieutenant Colonel David L. Phillips, Deputy Director, Plans, Training, Mobilization, & Security, Fort Hunter-Liggett, California

Major General Jeffrey E. Phillips, Executive Director, Reserve Officers Association

Mr. Tom Pierson, President & CEO, Tacoma-Pierce County Chamber

Chief Warrant Officer 4 John Piland, Battalion Aviation Maintenance Officer, 1-130th Attack Reconnaissance Battalion Major Pino, National Guard Bureau

Lieutenant Colonel Oscar Pintado, Deputy Chief of Staff G-3, First Army, Division West

Mr. Bradley Pippin, Director, TRAC-FLVN, TRADOC Analysis Center, Training & Doctrine Command

Command Sergeant Major Rodney Plamondon, Command Sergeant Major, 1-184th Infantry Regiment

Brigadier General Todd Plimpton, Land Component Commander, Oregon Army National Guard

Sergeant First Class Terrance Pollard, Senior Human Resources Sergeant, 479th Engineer Battalion

Command Sergeant Major Sergio Porras, Command Sergeant Major, 1-160th Infantry Regiment

Mr. Ric Porter, Deputy G1, FORSCOM

First Sergeant Robert Porter, First Sergeant, 1st Squadron, 14th Cavalry Regiment

Mr. Mike Pott, Task Force 1, South Metro Twin Cities, Minnesota Fire Department

Colonel Laura Potter, G-2, U.S. Army Europe

Colonel Dane Powell, Aviation Safety Officer, Joint Staff, Joint Force Headquarters-Mississippi

Master Sergeant Benjamin Prebble, Senior Imagery Analyst, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

The Honorable David Price, United States House of Representatives, North Carolina 4th District

Lieutenant Colonel Robert Price, Division Surgeon, 4th Infantry Division

Chief Warrant Officer 2 George Protzman, Company A Standardization Pilot, 1-151st Attack Reconnaissance Battalion

Colonel Roger Pukahi, Commander of the 103rd Troop Command, Hawaii Army National Guard

Major General (retired) Arnold Punaro, USMCR

Lieutenant Colonel Rolland Quidachay, 100th Missile Defense Brigade

Chief Warrant Officer 5 Joseph Quinn

Corporal Henry Quinones-Ayala, 104th Training Command Lieutenant Colonel Ralph Radka, Commander, 52nd Brigade Engineer Battalion

The Honorable Gina Raimondo, Governor of Rhode Island Chief Warrant Officer 5 Manuel Ramos, Senior All-Source Analyst, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Lieutenant Colonel Kevin S. Ray, Deputy A-5, 130th Air Wing, West Virginia Air National Guard

Captain Joe Raymond, U.S. Coast Guard Sector Commander, Puget Sound, Washington

Mr. Chris Reddish, Chief, Strategy, Policy & Transformation Division, Forces Command

Warrant Officer 1 Robert Reed, Unmanned Aircraft Systems Operator, 556th Military Intelligence Company, 56th Stryker Brigade Combat Team

Colonel Shawn Reger, National Guard Bureau

Major General Timothy Reisch, The Adjutant General of South Dakota

Command Sergeant Major Rodney Rhoades, Command Sergeant Major, 21st Theater Sustainment Command

The Honorable Cedric Richmond, United States House of Representatives, 2nd Congressional District, Louisiana

Captain Devin Richter, Commander, 63rd Ordnance Company

Mr. Mark Riddle, UH-60 Staff Synchronization Officer, Aviation Force Development, HQDA G-8

Master Sergeant Dennis Riggs, Operations NCO, Special Operations Detachment-Europe, West Virginia Army National Guard

Sergeant Major Brian Rikstad, 81st Armored Brigade Combat Team

Ms. Jimmie Ring, Deputy G3, First Army

The Honorable Jim Risch, United States Senate, Idaho

Chief Warrant Officer 3 Daniel Rittler, Company Standardization Pilot (AGR), Alpha Company, 1-169th Aviation Regiment

Lieutenant Colonel Thomas Rivenbark, National Guard Bureau

Captain Rafael A. Rivera, Commander, 1010th Engineer Construction Company

Major Adam Rix, Operations Officer, 40th Infantry Division

Colonel Brandon Robins, Commander, 177th Armor Brigade, First Army

Brigadier General Jessie Robinson, Assistant Adjutant General (Army) of Mississippi

Colonel Lori Robinson, Commander, 4th Combat Aviation Brigade

The Honorable Martha Roby, United States House of Representatives, 2nd Congressional District, Alabama

Captain Michael Rochford, G-33 Battle Captain, Command Operations & Information Center, I Corps

Lieutenant Colonel William Rockefeller III, Commander, 2-12th Cavalry Regiment

General David Rodriguez, Commander, U.S. Africa Command (USAFRICOM)

Sergeant First Class David Rodriguez, Training NCO, Echo Company, 1-158th Attack Reconnaissance Battalion

Master Sergeant Luis Luna Rodriguez, J-3 NCO, Joint Force Headquarters-Colorado

Lieutenant Colonel Bren Rogers, J-57, Joint Force Headquarters-Colorado

Captain Kyle Rogers, Fox Company, 227th Aviation Regiment

Brigadier General Andrew Rohling, Acting Senior Commander, 10th Mountain Division

Sergeant Gavin Ros, 1st Squadron, 14th Cavalry Regiment

Lieutenant Colonel Jason Rosenstrauch, G-5, 4th Infantry Division

Colonel John Rosnow, Commander, 644th Regional Support Group & Minnesota Emergency Preparedness Liaison Officer

Lieutenant Colonel Bryan Ross, National Guard Bureau

Mr. Jack Rostetter, Chief Executive Officer, Chamber of Commerce, Fayetteville, North Carolina

The Honorable Keith Rothfus, United States House of Representatives, 12th Congressional District, Pennsylvania

Colonel Michael Rowells, Deputy Commander, 76th Operational Response Command

Colonel Walter Rugen, Director, Aviation Force Development, HQDA G-8

Chief Warrant Officer 4 Stephen Rugg, Instructor Pilot, 1-211th Attack Reconnaissance Battalion

Specialist Heather Rusaw, 1972nd Combat Operational Stress Control Detachment

Colonel Bill Ryan, Commander, 16th Combat Aviation Brigade

Major Douglas Ryle, Deputy G-5, 807th Medical Command (Deployment Support)

Colonel Jeffrey Sabatine, Chief Of Staff, Washington Army National Guard

Mr. Robert Salesses, Deputy Assistant Secretary of Defense for Homeland Defense, Integration & Defense Support of Civil Authorities

Command Sergeant Major Noe Salinas, National Training Center

Colonel James R. Salome, Garrison Commander, Fort Campbell, Kentucky

Mr. Kirk Sanders, private citizen

Major General Gary Saylor, The Adjutant General, Idaho National Guard

General Curtis M. Scaparrotti, Commander, U.S. Forces Korea

Dr. Nadia Schadlow, Center for Strategic & International Studies

Brigadier General Miyako Schanley, Deputy Commanding General-Operations, 412th Theater Engineer Command

Mr. Frederick Scheffler, private citizen

The Honorable Robert Scher, Assistant Secretary of Defense for Strategy, Plans & Capabilities

Mr. Clem Schimikowski, Hazmat Officer, Canadian Pacific Rail Emergency Response

Colonel Mark Schindler, Chief of Staff, Joint Force Headquarters-Pennsylvania

Mr. J. Scott Schissler, private citizen

Major General (retired) Jeffrey Schloesser, former Director of Army Aviation, HQDA & former Commander 101st Airborne Division

Leo Schnack, private citizen

Lieutenant Colonel Kevin Schooner, Chief-Minneapolis Detachment, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Command Sergeant Major Scott Schroeder, Command Sergeant Major, FORSCOM

Lieutenant Colonel Jennifer L. Schulke, Executive Officer, 10th Army Air & Missile Defense Command

Lieutenant Colonel Steven Schultz, Commander, Field Support Battalion, 405th Army Field Support Brigade

Mr. Uli Seal, Task Force 1 Commander, Bloomington, Minnesota Fire Department

Captain Morgan Seitz, Director of Plans & Integration, Camp Atterbury, Indiana

APPENDIX G: TESTIMONIES AND COMMENTS

Specialist Richard Shaffer, Joint Operations Watch Duty Specialist, Washington Army National Guard

The Honorable Jeanne Shaheen, United States Senate, New Hampshire

Lieutenant Colonel Matthew Sheiffer, G-7, 4th Infantry Division

Major James Sheldon, Executive Officer for The Adjutant General of Virginia

Lieutenant Colonel Scott Sherman, J-3, Joint Force Headquarters-Colorado

Brigadier General Raymond Shields, Director, Joint Force Headquarters-New York

Mr. Russell Shim, Modeling Analyst, TRADOC Analysis Center, Training & Doctrine Command

Major General Kyoung Soo Shin, Defense Attaché, Embassy of the Republic of Korea

General (retired) Robert Shoemaker, U.S. Army

Colonel Michael Shrout, Operations Officer, First Army, Division East

The Honorable Bill Shuster, United States House of Representatives, 9th Congressional District, Pennsylvania

Sergeant Major Gregory Silva, 746th Combat Sustainment Support Battalion

Mr. Raymond Silva, Chief of Readiness, Civil Affairs Psychological Operations Command

Colonel Adam Silvers, Commander, Special Operations Detachment-Korea, Colorado Army National Guard

Warrant Officer 1 David Silvia, UH-60 Pilot (TPU), Alpha Company, 1-169th Aviation Regiment

Colonel Curt Simonson, Commander 56th Information Operations Brigade

Colonel Katherine Simonson, Commander, 396th Combat Support Hospital

Major General Lester Simpson, Commanding General, 36th Infantry Division

Colonel Douglas Sims, Chief of Staff, 4th Infantry Division & Fort Carson

Brigadier General (retired) E.J. Sinclair, President, Army Aviation Association of America

Major General Linda Singh, The Adjutant General of Maryland

Mr. Greg Singleton, Liaison Officer, Army Material Command

Mr. James G. Singleton, Liaison Officer, Army Material Command

Colonel Ernesto Sirvas, Commander, Special Warfare Center (SWC), USASOC

Lieutenant Colonel Robert Sketch, Commander, Headquarters & Headquarters Battalion, 4th Infantry Division

Colonel Jeffrey Smiley, J-3, Joint Force Headquarters-California

Lieutenant Colonel Brian Smith, Deputy Commander, 62nd Operations Group

Colonel (retired) Cindy Smith

Command Sergeant Major Charles E. Smith, Command Sergeant Major, Human Resource Command

Mr. Imam Eronomy Mohammed Smith, private citizen

Major Kenneth Smith, Supervisory Instructor Pilot/Operations Officer, Army Aviation Support Facility-Fort Indiantown Gap, Pennsylvania

Lieutenant Colonel Kurt Smith, Commander, 2-506th Infantry Battalion, 101st Airborne Division

Captain Nathan Smith, Enlisted Training Company Commander, Eastern Army National Guard Aviation Training Site

Lieutenant Colonel Sean Smith, Chief of Operations G-3, First Army, Division West

Colonel Sydney Smith, Commander, 404th Army Field Support Brigade

Warrant Officer 1 Tyler Smith, Unmanned Aircraft Systems Operator, 556th Military Intelligence Company, 56th Stryker Brigade Combat Team

Chief Warrant Officer 5 Wendell Smith, AH-64D Standardization Instructor Pilot, Army Aviation Support Facility-Fort Indiantown Gap, Pennsylvania

Major General William Smith, Deputy Adjutant General of Texas

Major General Jeffrey Snow, Commanding General, Recruiting Command

Lieutenant Colonel Neil Snyder, Commander, 2-77th Field Artillery Battalion

Lieutenant Colonel David Sonnek, Inspector General, 79th Theater Sustainment Command

First Sergeant Edwin Soto, First Sergeant, 1010th Engineer Construction Company

First Sergeant Jan A. Spaans, First Sergeant, 155th Engineer Company (Vertical)

Command Sergeant Major Sammy Sparger, Command Sergeant Major, 2nd Infantry Brigade Combat Team, 4th Infantry Division

APPENDIX G: TESTIMONIES AND COMMENTS

Ms. Tiffany Speir, Program Manager, South Sound Military & Communities Partnership

Colonel Kelly Spillane, Deputy Commander for Support, Army Space & Missile Defense Command, Army Forces Strategic Command

Staff Sergeant (retired) Emmett Spraktes

Major General David A. Sprynczynatyk, The Adjutant General of North Dakota

Mr. James St. Amour, AH-64 Staff Synchronization Officer, Aviation Force Development, HQDA G-8

Captain Jason Stanley, Company Commander, Alpha Company, 1-169th Aviation Regiment

Mrs. Scheyda Stasik, Family Programs Director, 75th Training Command

Brigadier General Michael Stencil, Chief of Staff, Oregon Army National Guard

Ms. Murnike Stevenson, SHARP Program Manager, 79th Theater Sustainment Command

Sergeant Major Gary Stockdale, Army Reserve Element, U.S. Pacific Command Joint Intelligence Operations Center

Staff Sergeant Michael Stoddard, 104th Training Command

Dr. Steve Stoddard, Technical Director, Center for Army Analysis Institute for Defense Analyses (CAA)

Staff Sergeant Jon Stone, Squad Leader, 52nd Brigade Engineer Battalion

Lieutenant Colonel Bradley Striegel, U.S. Army

Brigadier General Jarosław Stróżyk, Defense Attaché, Embassy of Poland

Master Sergeant Samantha Stryker, G-7, Command Operations & Information Center, I Corps

Colonel Scott A. St. Sauver, Garrison Commander, Camp Ripley Training Center, Minnesota

Major Jason Stuchlik, J-35, Joint Force Headquarters-Colorado

General (retired) Gordon R. Sullivan, President, Association of the United States Army

Command Sergeant Major Roy Sullivan, Command Sergeant Major, 59th Aviation Troop Command

Staff Sergeant Tyra Supranovich, Instructor (MOS 35M), 6-108th Military Intelligence Battalion (USAR)

Mr. Bill Suver, Special Projects Deputy, West Virginia Army National Guard

Command Sergeant Major John Swart, Command Senior Enlisted Leader, North Carolina Army National Guard

Brigadier General Michael Swezey, Commanding General, 53rd Troop Command

Colonel Brett G. Sylvia, Commander, 502nd Infantry Regiment, 101st Airborne Division

Sergeant First Class Lowell Tack, 1-158th Attack Reconnaissance Battalion

Major General Lee Tafanelli, The Adjutant General of Kansas

Chief Warrant Officer 3 Timothy Taite, 75th Training Command

The Honorable Mark Takai, United States House of Representatives, 1st Congressional District, Hawaii

Lieutenant General Jeffrey Talley, Chief, Army Reserve

Brigadier General Keith Y. Tamashiro, Director of Joint Staff, Hawaii Army National Guard

Sergeant Philip Tarvin, UH-60 Crewchief (TPU), Alpha Company, 1-169th Aviation Regiment

Staff Sergeant Ian Tashima, 40th Infantry Division

Major General Megan Tatu, Commanding General, 79th Theater Sustainment Command

Lieutenant General (retired) Pete Taylor

Captain Renee Taylor, Aide-de-Camp, 75th Training Command

Chief Warrant Officer 5 Kirk Teaney, Command Chief Warrant Officer, 10th Special Forces Group (Airborne)

Mr. Paul Terry, Professional Staff Member, Appropriations Defense Committee, U.S House of Representatives

The Honorable Jon Tester, United States Senate, Montana

Major General Scott Thoele, Deputy Commanding General (Reserve Component), FORSCOM

Staff Sergeant Daniel Thomas, Civil Affairs Psychological Operations Command

Major General Gary Thomas, Deputy Director, Force Management, Application & Support, Joint Staff J-8

Command Sergeant Major Luther Thomas, Command Sergeant Major, USARC

Mr. Jim Thomason, Institute for Defense Analyses (IDA)

Colonel Jeffery Thompson, Commander, 1st Air Cavalry Brigade

Mr. Charles Thornton, 627th Security Forces Squadron

Ms. Tammy Thurman, private citizen

The Honorable Thom Tillis, United States Senator, North Carolina

APPENDIX G: TESTIMONIES AND COMMENTS

Captain Mark Timmons, Director, Company Grade Committee (Army), National Guard Association of the United States

Master Sergeant Maleatasi Togafau, G-33 Operations NCO, Command Operations & Information Center, I Corps

Colonel Tomasa, Hawaii Army National Guard

The Honorable Earl Ray Tomblin, Governor of West Virginia

Major General Edward W. Tonini, The Adjutant General of Kentucky, & former President, Adjutant Generals Association of the United States

Major General Omer “Clif” Tooley, Jr, Commander, Atterbury-Muscatatuck Center for Complex Operations

Master Sergeant Emily Toomey, 224th Sustainment Brigade

The Honorable Patrick Toomey, United States Senate, Pennsylvania

Colonel Vincent Torza, Commanding Generals’ Executive Officer, U.S. Army Europe

Lieutenant General (retired) Richard G. Trefry, former Military Assistant to the President of the United States & past Inspector General of the Army

Specialist Brittany Trevarthen, 1972nd Combat Operational Stress Control Detachment

Mr. Anthony Triola, aide for REP John Carter

Master Sergeant Joshua Troche, G-1, 79th Theater Sustainment Command

Master Sergeant Richard Trujillo, Civil Affairs Psychological Operations Command

Lieutenant General Michael Tucker, Commanding General, First Army

Lieutenant Colonel Tucker, Hawaii Army National Guard

Ms. Jennifer Turner, Group Chief, Directorate of Intelligence, Federal Bureau of Investigation (FBI)

Brigadier General Wally Turner, Assistant Adjutant General of Washington

Colonel Arthur Turnier, Comptroller, 79th Theater Sustainment Command

Lieutenant Colonel Jess Ulrick, Secretary to the General Staff, Minnesota Army National Guard

Brigadier General Robert J. Ulses Assistant Chief of Staff-Operations G-3, U.S. Army Pacific

Senior Airmen Dustin Unnerstall, Loadmaster, 8th Airlift Squadron

Colonel Bradley Upton, Deputy Commander, 91st Training Division

Mr. Scott Vadnais, Task Force 1, Edna, Minnesota Fire Department

Master Sergeant Roberto Valencia G-9, Command Operations & Information Center, I Corps

Specialist Michael Valladares, 1-158th Attack Reconnaissance Battalion

Colonel Jeffrey P. Van, Commander, 155th Armored Brigade Combat Team

Mr. Roel van der Lugt, Military Affairs Director/Senior Policy Advisor for U.S. Representative Denny Heck, 10th Congressional District, Washington

Major General Scott A. Vander Hamm, USAF, Assistant Deputy Chief of Staff Operations, U.S. Air Force

Mrs. Cathy Vandermaarel, U.S. Army Europe

Colonel Mark Van Dyke, Commander, 1106th Theater Aviation Sustainment Maintenance Group (TASM-G), California Army National Guard (CAARNG)

Captain Jeremy Vantress, Battalion S-1, 6-108th Military Intelligence Battalion (USAR)

Major Mark Vanveldhuizen, Battalion Operations Officer, 1-130th Attack Reconnaissance Battalion

Colonel Matthew VanWagener, Commander, 3rd Armored Brigade Combat Team, 1st Cavalry Division

Colonel Courtney Varfes-Lum, Commander, Recruiting & Retention Battalion, Hawaii Army National Guard

General Dennis L. Via, Commanding General, Army Materiel Command

Captain Robert Villa, Unit Administrator, Civil Affairs Psychological Operations Command

Chief Warrant Officer 3 James Villareal, 1-158th Attack Reconnaissance Battalion

The Honorable David Vitter, United States Senate, Louisiana

Major Tyson Voelkel, 75th Training Command

Mr. Ron Vogt, Contractor, Operational Readiness Training Center-Fort Drum, New York

Major General Gary Volesky, Commanding General, 101st Airborne Division

First Lieutenant Bryant Volling, 1st Squadron, 14th Cavalry Regiment

Mr. Ted Vorhees, City Manager, Fayetteville, North Carolina

General Joseph L. Votel III, Commander, U.S. Special Operations Command

Colonel J.B. Vowell, Commander, 187th Infantry Regiment, 101st Airborne Division

The Honorable Debra S. Wada, Assistant Secretary of the Army for Manpower & Reserve Affairs

Major General William D. Waff, Chairman, Army Reserve Forces Policy Committee

Mr. Eric Wagenaar, Director of Plans, Training, Mobilization & Security, Fort Drum, New York

Master Sergeant Jeff Wales, Project Manager, Ridge Runner Irregular Warfare Training Program, West Virginia Army National Guard

The Honorable Bill Walker, Governor of Alaska

Mr. Thomas Wallace, Institute for Defense Analyses (IDA)

Brigadier General Aaron T. Walter, Deputy Commanding General, 84th Training Command

The Honorable Tim Walz, United States House of Representatives, 1st Congressional District, Minnesota

Mr. Robert Warbug, G9, USASOC

Lieutenant Colonel Charles Ward, Commander, 13th Combat Sustainment Support Battalion

The Honorable Elizabeth Warren, United States Senate, Massachusetts

Sergeant James Warren, Supply Sergeant, 492nd Signal Company

Specialist Marcus Waters, 145th Multi-Functional Medical Battalion

Sergeant Jonathan Watkins, Student, Civil Affairs Psychological Operations Command

Colonel Joseph D. Wawro, Chief of Staff, I Corps

Colonel Gaylene Weber, Emergency Preparedness Liaison Officer, Region 8

Major Robert Weeks, Operations Officer, 168th Regiment-Colorado Army National Guard Regional Training Institute

Lieutenant Colonel Stephen Weidenbeck, Commander, 5th Battalion, 19th Special Forces Group

Colonel Mark Weinerth, Assistant Chief of Staff, G-4, I Corps

Major General Jimmy Jae Wells, Deputy Chief of Staff, FORSCOM

Staff Sergeant Amanda Wenk, Instructor (MOS 35F), 6-108th Military Intelligence Battalion (USAR)

Colonel Ronald Westfall, Director, Joint Staff, Joint Force Headquarters-Indiana

Chief Warrant Officer 3 Christopher Whalen, G-3 Aviation, Command Operations & Information Center, I Corps

Colonel (retired) John White

Master Sergeant Patricia White, 75th Training Command

Chief Warrant Officer 5 Stephen P. White, Battalion Maintenance Officer, 1-149th Attack Reconnaissance Battalion

The Honorable Roger Wicker, United States Senate, Mississippi

Colonel Randall Wickman, Commander, 189th Infantry Brigade, First Army Division West

Lieutenant General Perry Wiggins, Commander, U.S. Army North

Mr. Andrew Wiktorowicz, Chairman, California Employer Support for the Guard & Reserve

Sergeant Valerie Wilhoite, 75th Training Command

Major William Wilkerson, Assistant Director of Operations, 8th Airlift Squadron

Master Sergeant Christine Wilkins, Warrior Leader Course Manager, 168th Regiment-Colorado Army National Guard Regional Training Institute

Master Sergeant Brent Williams, Public Affairs Officer, 4th Infantry Division

Staff Sergeant Daron Williams, Command Operations & Information Center, I Corps

Major General Darryl Williams, Commanding General, U.S. Army Africa

Staff Sergeant Derek Williams, Instructor (MOS 35M), 6-108th Military Intelligence Battalion (USAR)

Mr. Eric Williams, Staff Member for U.S. Representative Derek Kilmer, 6th Congressional District, Washington

Chief Warrant Officer 4 Robert Williams, Instructor Pilot, 1-211th Attack Reconnaissance Battalion

The Honorable Roger Williams, United States House of Representatives, 25th Congressional District, Texas

Major General Timothy Williams, The Adjutant General of Virginia

Colonel Willburn Williams, Deputy Chief of Staff, U.S. Army Europe

Staff Sergeant Breann Williamson, Signal Support Specialist, 492nd Signal Company

Colonel Bernard Williford, Commander, 113th Sustainment Brigade

Colonel Mike Willis, Commander, 169th Field Artillery Brigade

Colonel Alvin "Donnie" Wilson, Assistant Chief of Staff G-3, 263rd Army Air & Missile Defense Command, National Capital Region Integrated Air Defense

Chief Warrant Officer 4 Christopher Wilson, Battalion Standardization Pilot, 1-130th Attack Reconnaissance Battalion

APPENDIX G: TESTIMONIES AND COMMENTS

Major General (retired) Cornell Wilson Jr, North Carolina
Military Affairs Advisor

Colonel Deborah Wilson, Reserve Affairs Officer, Army
Space & Missile Defense Command, Army Forces Strategic
Command

Chief Warrant Officer 5 Phyllis Wilson, Command Chief
Warrant Officer, USARC

Major Robert Wilson

Command Sergeant Major Rodney Wionowsky, Command
Sergeant Major, 2nd Medical Brigade

Major Gabriel Wolfe, Executive Officer, 4th Battalion, 160th
Special Operations Aviation Regiment

Colonel Jay Wolff, G5, USASOC

The Honorable Steve Womack, United States House of
Representatives, 3rd Congressional District, Arkansas

Major General David C. Wood, Commanding General, 38th
Infantry Division

Colonel David Wood, Chief of Staff, 28th Infantry Division

Command Sergeant Major Bill Woods, State Senior Enlisted
Leader, Colorado Army National Guard

Lieutenant Colonel Chris Woody, Deputy Commander, 5th
Armor Brigade, First Army

The Honorable Robert Work, 32nd Deputy Secretary of
Defense

Lieutenant Colonel Garvey Wright, G-8, 4th Infantry Division
Captain Herman Wu, U.S. Army Europe

The Honorable Ron Wyden, United States Senate, Oregon
Colonel Masashi Yamamoto, Military Attaché, Embassy of the
Japan

Colonel Bobby Yandell, G-3, Oklahoma Army National Guard
Colonel Laura Yeager, Chief of Staff, Joint Force Headquarters-
California

Command Sergeant Major William Yeargan Jr., Command
Sergeant Major, 82nd Combat Aviation Brigade

Major General Daniel York, Commanding General, 76th
Operational Response Command

Major General James Young Jr., Commanding General, 75th
Training Command

Sergeant Major Seth Yount, Operations Sergeant Major, 89th
Troop Command

Specialist Brendan Zachery, 224th Sustainment Brigade

Mr. Jack Zeedo, Center for Army Analysis Institute for Defense
Analyses (CAA)

Mr. Jack Zeto, Deployment & Enablers Division, Center for
Army Analysis, HQDA G-8

Major Romas Zimlicki, S-3, 1-325th Infantry Regiment, 82nd
Airborne Division

COMMISSIONERS AND STAFF

GENERAL CARTER F. HAM, U.S. ARMY RETIRED
CHAIRMAN

**Appointed by the Chairman of
the House Armed Services Committee**



General Carter F. Ham served as the Commander, U.S. Africa Command from March 2011 until his retirement in June 2013. His previous assignment was Commanding General, U.S. Army Europe.

General Ham began his service as an enlisted infantryman in the 82nd Airborne Division before attending John Carroll University in Cleveland, Ohio. He was commissioned in the infantry as a Distinguished Military Graduate in 1976. He is a graduate of the Naval College of Command and Staff and the Air War College.

In addition to numerous stateside assignments, he served in Italy, Germany, Kuwait, Macedonia, Saudi Arabia, Qatar, and Iraq. His duties with USAFRICOM took him to 42 of Africa's 54 nations. His General Officer assignments included Commander, Multinational Brigade Northwest, Mosul, Iraq; Deputy Director for Regional Operations, J-33, The Joint Staff; Commander, 1st Infantry Division; and Director for Operations, J-3, The Joint Staff.

Since retiring from the Army, General Ham has worked as a consultant with SBD Advisors in Washington D.C. He serves on the Board of Directors for John Carroll University, the Board of Directors of Aegis Defense Services LLC, the Board of Global Nexus Alliance, and on the Africa Board of Advisors for Jefferson Waterman International.

THE HONORABLE THOMAS R. LAMONT
VICE CHAIRMAN

Appointed by the President of the United States



Thomas R. Lamont served as the Assistant Secretary of the Army for Manpower and Reserve Affairs from June 2009 to September 2013. In that capacity, he was the Army's point person for policy and performance oversight of human resources, training, readiness, mobilization, military health affairs,

force structure, manpower management, and equal employment opportunity. He is currently a principal at LAMONT Consulting Services in Washington, D.C.

Prior to his appointment as Assistant Secretary of the Army, Mr. Lamont was the chairman of the University of Illinois Board of Trustees and a longtime Springfield, Illinois, attorney concentrating in government law and legislative affairs. He is admitted to practice before the U.S. Supreme Court, the U.S. Court of Appeals for the Armed Forces, U.S. district courts, and Illinois state courts. He served as a judge advocate general in the Illinois Army National Guard, culminating his 25-year military career as the Illinois Staff Judge Advocate and retiring as a colonel in 2007.

Mr. Lamont received his bachelor's degree from Illinois State University in 1969 and earned his law degree from the University of Illinois College of Law in 1972.

SERGEANT MAJOR OF THE ARMY
RAYMOND F. CHANDLER III,
U.S. ARMY RETIRED

**Appointed by the Ranking Member of the
Senate Armed Services Committee.**



Sergeant Major of the Army Raymond F. Chandler III was the 14th Sergeant Major of the Army from March 2011 until his retirement in January 2015, serving as the Army Chief of Staff's personal adviser on all enlisted-related matters, particularly in areas affecting soldier training and

quality of life. He traveled throughout the Army observing training and talking to soldiers and their families. He sits on several councils and boards that make decisions affecting enlisted soldiers and their families.

Sergeant Major of the Army Chandler entered the Army in Brockton, Massachusetts, in 1981 and graduated as a 19E armor crewman from One Station Unit Training at Fort Knox. He has served in all tank crewman positions and has had multiple tours as a troop, squadron, and regimental master gunner. He was the Command Sergeant Major in 1/7 Cavalry, 1st Cavalry Division (OIF II 2004–2005), U.S. Army Garrison Fort Leavenworth, the U.S. Army Armor School, and the U.S. Army Sergeants Major Academy (USASMA). In 2009, he became the first enlisted Commandant in USASMA history.

He has a bachelor of science in public administration from Upper Iowa University.

GENERAL LARRY R. ELLIS, U.S. ARMY RETIRED

Appointed by the President of the United States.



General Larry R. Ellis served as Commander, U.S. Army Forces Command, from November 2001 until his retirement in 2004. His prior assignment was Deputy Chief of Staff, G-3 Headquarters, Department of the Army. Since 2013 General Ellis has been President and CEO of VetConnexx,

a company that provides career opportunities for veterans.

General Ellis earned his commission through ROTC at Morgan State University and held a number of command positions over more than 35 years, starting with company commander in the 82d Airborne Division at Fort Bragg and the 101st Airborne Division in Vietnam. He served as Commander of Multinational Division (North) in Bosnia and Herzegovina, and 1st Armored Division in Germany. His staff assignments included Deputy Director for Strategic Planning and Policy, U.S. Pacific Command, and Deputy Director, Military Personnel Management, Office of the Deputy Chief of Staff for Personnel. He also served on the faculty at the U. S. Military Academy, West Point.

General Ellis earned a bachelor of science in public health from Morgan State University and a master of science in public health from Indiana University.

APPENDIX H: COMMISSIONERS AND STAFF

THE HONORABLE ROBERT F. HALE

Appointed by the Ranking Member of the House Armed Services Committee.



Robert F. Hale was the Under Secretary of Defense (Comptroller) from 2009 to 2014, serving as the principal advisor to the Secretary of Defense on all budgetary and fiscal matters. As the Department of Defense chief financial officer, Mr. Hale also oversaw the department's financial policy and financial

management systems. Prior to serving as defense comptroller, Mr. Hale was Executive Director of the American Society of Military Comptrollers. Mr. Hale currently is a Fellow at Booz Allen Hamilton, serving as an advisor to corporate leadership.

Early in his career Mr. Hale spent about three years as an active duty officer in the U.S. Navy and another five years in the Naval Reserve. He also spent several years as a staff analyst and study director at the Center for Naval Analyses. He then joined the Congressional Budget Office, where he headed the National Security Division for 12 years. From 1994 to 2001, Mr. Hale served as the Assistant Secretary of the Air Force (Financial Management and Comptroller).

Mr. Hale graduated with honors from Stanford University with a bachelor of science in statistics. He also holds a master's degree in operations research from Stanford and a master of business administration from George Washington University.

THE HONORABLE KATHLEEN H. HICKS

Appointed by the President of the United States.



Dr. Kathleen Hicks served as Principal Deputy Under Secretary of Defense for Policy from 2012 to 2013, responsible for advising the Secretary of Defense on global and regional defense policy and strategy. Prior to that she served as Deputy Under Secretary of Defense for Strategy, Plans, and Forces, leading

the development of the 2012 Defense Strategic Guidance and the 2010 Quadrennial Defense Review. From 1993 to 2006 she was a career civil servant in the Office of the Secretary of Defense, rising from presidential management intern to the Senior Executive Service.

She currently is senior vice president, Henry A. Kissinger Chair, and director of the International Security Program at the Center for Strategic and International Studies (CSIS), where she previously worked as a senior fellow from 2006 through early 2009. She also is an adjunct with the RAND Corporation and a member of the Council on Foreign Relations.

Dr. Hicks received her doctorate in political science from the Massachusetts Institute of Technology, a master's from the University of Maryland's School of Public Affairs, and a bachelor of arts magna cum laude and Phi Beta Kappa from Mount Holyoke College.

LIEUTENANT GENERAL JACK C. STULTZ,
U.S. ARMY RETIRED

Appointed by the President of the United States.



Lieutenant General Jack C. Stultz served as Chief, Army Reserve, and Commanding General, United States Army Reserve Command, from May 2006 until his retirement in 2012. Upon assuming command of the Army Reserve, he retired from Procter and Gamble as an operations manager with 28 years

of service. He currently serves on the Board of Directors of VSE Corporation in Alexandria, Virginia.

He received his commission through ROTC at Davidson College in 1974 and eventually served as Commander, Company B, 20th Engineer Battalion. He transitioned to the Army Reserve in 1979 and served with the 108th Division (Infantry OSUT), the 32d Transportation Group (Composite), and 143d Transportation Command, becoming commander in 2004.

He deployed to the Gulf for Operation Desert Shield/Desert Storm in 1990, to the Balkans for Operation Joint Endeavor/Joint Guard in 1997, and to Kuwait in October 2002 as Commander, 143rd TRANSCOM (Forward), moving into Iraq with the initial ground offensive and establishing a forward logistics hub at Tallil and rail operations at Garma. In 2003, he was assigned as director of movements, distribution, and transportation, Combined Forces Land Component Command Kuwait.

GENERAL JAMES D. THURMAN,
U.S. ARMY RETIRED

**Appointed by the Chairman of the Senate
Armed Services Committee.**



General James D. Thurman served as Commander of United Nations Command, Republic of Korea-U.S. Combined Forces Command, and U.S. Forces Korea from July 2011 until his retirement in October 2013. Prior to that he served as Commanding General, U.S. Army Forces Command, and was Deputy

Chief of Staff, G-3/5/7. He is currently the president of JD Thurman Enterprises, LLC in Salado, Texas.

He earned his commission through ROTC at East Central Oklahoma University in 1975. His combat assignments include battalion executive officer in the 1st Cavalry Division during Desert Shield/Desert Storm; the Chief of the Plans and Policy Division for Allied Forces Southern Europe in Kosovo from 1999-2000; the Chief of Operations for the Coalition Forces Land Component Command during the invasion of Iraq; and the Multinational Division Commander responsible for all coalition operations in Baghdad in 2006. He also served as Commanding General of the National Training Center, the 4th Infantry Division at Fort Hood, Texas, and V Corps in Germany.

He holds a bachelor of arts in history from East Central Oklahoma University and a master of arts in management from Webster University.

APPENDIX H: COMMISSIONERS AND STAFF

MR. DON TISON *DESIGNATED FEDERAL OFFICER*

Mr. Don Tison is the Assistant Deputy Chief of Staff, G-8, responsible for Army programs, force development, the Quadrennial Defense Review, Army Studies Management, and the Center for Army Analysis. He is the principal advisor to the G-8 on such key issues as formulating plans and programs, acquiring resources, developing communication networks, executing operations, and evaluating results. Additionally, Mr. Tison served as the Department of the Army Deputy Chief Management Officer in 2009 responsible for establishing the Office of Business Transformation; chairman of the Headquarters and Support Activities Joint Cross Service Group, Base Realignment and Closure 2005; and executive director of the Army's Business Initiative Council from January 2003 through April 2004.

Mr. Tison served in the Navy Supply Corps, rising to the rank of captain. From 1997-2001 he served as the Director, Force and Infrastructure Cost Analysis Division for OSD, Program Analysis and Evaluation and then became Deputy Director, Program Analysis and Evaluation Directorate from 2001-2003.

Mr. Tison received his bachelor of science in business administration from The Citadel and his master of business administration from the Wharton School, University of Pennsylvania.

MAJOR GENERAL RAYMOND W. CARPENTER, U.S. ARMY RETIRED *EXECUTIVE DIRECTOR*

Major General Raymond W. Carpenter was Acting Director, Army National Guard, National Guard Bureau, from 2009 to his retirement from the Army National Guard in 2011. Since his retirement, he has served as a Senior Fellow for the Association of the United States Army, was a member and President of the Rapid City Regional Airport Board, and is currently the President of the Board for South Dakota Coalition of Military Families.

He enlisted in the South Dakota Army National Guard in 1967 and later joined the U.S. Navy, attending the Defense Language Institute to learn Vietnamese and serve in South Vietnam. He returned to the South Dakota Army National Guard, was commissioned in 1974, and served as a commander and staff officer at the company, battalion, and group levels followed by a half dozen assignments in the Joint Force Headquarters for the South Dakota Army National Guard. From 2003 to 2006 he served as the Assistant Adjutant General, South Dakota Army National Guard, and was dual hatted as the Deputy Commanding General, Maneuver Support Center, Fort Leonard Wood, Missouri, from 2004-2006.

Major General Carpenter has a bachelor's degree from Black Hills State University and a master of business administration from the University of South Dakota.

MR. RICKEY E. SMITH
STAFF DIRECTOR

Mr. Rickey Smith, a member of the Senior Executive Service for the U.S. Army, was appointed as the Deputy Chief of Staff, G-9, for Army Training and Doctrine Command (TRADOC) in October 2014. Representing TRADOC, he engages with the Army Staff, the Joint Staff, Office of the Secretary of Defense, Congress, and academic, interagency, and multinational entities to identify, develop, and synchronize capabilities for the current and future Army.

He was an Army field artillery officer from 1978 to 2006. Duties included brigade command, representing the United States within the international arms control community, and Department of Defense coordinating officer for disaster relief and homeland security operations in California, Arizona, and Nevada. With TRADOC, he was Chief of Staff for the Army's Modularity Focus Area, which led to the most extensive reorganization of Army combat forces since World War II, and Chief of Staff for the Army's modernization realignment task force.

Mr. Smith has a bachelor of business administration from Middle Tennessee State University, a master of business administration from Tennessee Technological University, and a master of science in national security strategy from the National Defense University.

COMMISSION STAFF

Lieutenant Colonel John A. Adams, Executive Officer to the Designated Federal Officer, Headquarters Department of the Army G-8

Sergeant First Class Cherry A. Andrews, Administration Manager to the Designated Federal Officer, Headquarters Department of the Army G-8

Mr. Sankar Bhattacharjee, Senior Analyst, Assistant Secretary of the Army for Acquisition, Logistics and Technology, Program Executive Office for Enterprise Information Systems

The Reverend Christopher D. Bisett, Executive Assistant, Knowledge Advantage Inc.

Mr. Jim Boatner, Director of Operations, Headquarters Department of the Army, G-8 Army Quadrennial Defense Review Office

Mr. Anthony Boyda, Cost Analyst, Assistant Secretary of the Army, Financial Management and Comptroller

Colonel Kristen E. Dixon, Public Affairs Officer, Office of the Secretary of Defense, Manpower and Reserve Affairs

Mrs. Amy Grace P. Donohue, Assistant Editor, RAND Corporation

Ms. Cherie Emerson, Global Force Management, Force Generation Subcommittee Lead, Headquarters Department of the Army G-3/5

Mr. Joseph Eule, Director, Communications, Direct Hire

Mr. Andrew Feickert, Specialist in Military Ground Forces, Foreign Affairs, Defense and Trade Division, Congressional Research Service

Major Benjamin J. Fernandes, Chief of Plans, Training and Doctrine Command G-9

Mrs. Deborah S. Gantt, Alternate Designated Federal Officer, Headquarters Department of the Army G-8

Ms. Jamie Hammon, Budget Analyst, Direct Hire

Mr. Bert K. Haggert, Security Advisor to the Designated Federal Officer, Headquarters Department of the Army G-2

Lieutenant Colonel Gregory B. Hartvigsen, Aviation Subcommittee Co-Lead, Utah Army National Guard

Captain Edward A. Hudson, Knowledge Manager to the Designated Federal Officer, Headquarters Department of the Army G-8

APPENDIX H: COMMISSIONERS AND STAFF

Colonel Linda C. Jantzen, Knowledge Manager to the Designated Federal Officer, Headquarters Department of the Army, Chief Information Officer G-6

Mr. Gregory L. Johnson, Homeland Defense/Defense Support to Civil Authorities Analyst, Army North

Mr. Keith W. Kaspersen, Analyst, Office of the Secretary of Defense, Cost Assessment and Program Evaluation

Colonel Michael A. Lockwood, Alternate Designated Federal Officer, Headquarters Department of the Army G-8

Mr. Eric D. Magnell, Legal Analyst, Direct Hire

Mr. Kevin Mickie, Management Analyst, Direct Hire

Mr. Bradley E. Miller, IT Support Program Manager, Washington Headquarters Services, Joint Service Provider

Colonel Richard G. Miller, Government Relations, Utah Army National Guard

Mr. Eric Minton, Editor, Direct Hire

Captain Sarah B. Moore, Operations Officer, National Guard Bureau, Aviation

Ms. Laurel Prucha Moran, Graphic Designer, Direct Hire

Mr. Peter Morgan, Acquisitions and Security Program Manager, Direct Hire

Major Vinson B. Morris, Alternate Designated Federal Officer, Assistant Secretary of the Army for Acquisition, Logistics, and Technology

Mrs. Beth K. Neuhart, Executive Assistant to the Designated Federal Officer, Headquarters Department of the Army G-8

Lieutenant Colonel Timothy J. Palmer, Cost Analyst, Army National Guard G-5

Colonel Kelly K. Peters, Global Force Management, Forces Command G-3/5/7 Plans

Lieutenant Colonel Steven M. Pierce, Aviation Subcommittee Co-Lead, Headquarters Department of the Army, G-3/5/7 Aviation

Mr. Mark S. Pizzuto, Operations Officer and Alternate Designated Federal Officer, Headquarters Department of the Army G-4

Mr. Francis A. Rago Jr, Financial Advisor to the Designated Federal Officer, Assistant Secretary of the Army, Financial Management and Comptroller

Lieutenant Colonel Edwin (Brian) Rice, Force Management Analyst, Army National Guard G-5

Mr. Kerry J. Schindler, Senior Force Management Analyst and Operational Subcommittee Staff Lead, Headquarters Department of the Army, G-3/7 Force Management and Office of the Chief, Army Reserve G 3/5/7 Force Management

Mr. Scott C. Sharp, Personnel Analyst, Army National Guard Program Analysis and Evaluation Division, National Guard Bureau

Major Cory S. Simpson, Legal Advisor to the Designated Federal Officer, Headquarters Department of the Army, Office of The Judge Advocate General

Mr. Jason A. Southerland, Operations Research Analyst, Center for Army Analysis

Lieutenant Colonel Sean A. Spence, Personnel Analyst, Headquarters Department of the Army G-1

Lieutenant Colonel Brian D. Stevenson, Force Management Analyst, Office of the Chief, Army Reserve Force Management

Colonel Wm Shane Story, Writer/Historian, Assistant Secretary of the Army for Manpower and Reserve Affairs

Mr. Johnny F. Thomas Jr., Institutional Subcommittee Staff Lead, Deputy Division Chief, Manpower and Force Programs Analysis Division, Headquarters Department of the Army G-8, Program Assessment and Evaluation

Mr. Jaz Thompson, Human Capital Program Manager, Direct Hire

Mr. John A. Thurman, Senior Analyst, Joint Staff J-8

Lieutenant Colonel Barry K. Vincent, Homeland Defense/Defense Support to Civil Authorities Analyst, Oklahoma Army National Guard

Mr. Mark R. Von Heeringen, Deputy Designated Federal Officer, Deputy Under Secretary of the Army

Colonel Kurt H.L. Weinand, Total Force Policy Analyst-Director of Operations / Office of Chief, Army Reserve G-3/5

Major Doroneth W. White, Operations Officer, Office of the Chief, Army Reserve

Dr. Samuel F. Wilson II, Records Manager, Direct Hire

APPENDIX I:

SUBCOMMITTEES

OPERATIONAL SUBCOMMITTEE

Members:

The Honorable Kathleen H. Hicks, Chairperson

**Sergeant Major of the Army Raymond F. Chandler III,
U.S. Army Retired**

General Carter F. Ham, U.S. Army Retired

Lieutenant General Jack C. Stultz, U.S. Army Retired

*Terms of Reference for the Operational Subcommittee,
National Commission on the Future of the Army*

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the structure of the Army operational forces. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views are achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the current security environment and conduct a study of the structure of the Army operational forces (combat and service forces for prompt and sustained combat incident to operations on land) and policy assumptions related to the size and force mixture of the Army to support the mission of the Army Commission.

Objectives and Scope: The Operational Subcommittee (“the Subcommittee”) will:

- Assess the size, force mixture, and component mixture of the active component of the Army and the reserve components of the Army.
- Make proposals on the modifications, if any, of the structure and policies 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.

Methodology: The Subcommittee will:

1. Conduct the assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes
2. Focus on the statutes, strategy, policies, procedures and processes currently in place used to determine Army force structure.
3. Make proposals on the modifications, if any, of the structure of the Army and policies for determining that structure 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.
4. Access, consistent with law, documents or people from any Federal department or agency which the Operational Subcommittee deems necessary to complete its task.
5. Review, as appropriate, the results of past and recent examinations and studies of force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commission on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

INSTITUTIONAL SUBCOMMITTEE

Members:

**Lieutenant General Jack C. Stultz, U.S. Army Retired,
Chairperson**

**Sergeant Major of the Army Raymond F. Chandler III,
U.S. Army Retired**

General Carter F. Ham, U.S. Army Retired

Terms of Reference for the Institutional Subcommittee, National Commission on the Future of the Army

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the Institutional elements of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the current and projected security environment, and conduct a study of the Institutional elements of the Army and policy assumptions related to the size, force mix, and component mix of the Army to support the mission of the Army Commission.

Objectives and Scope: The Institutional Subcommittee (“the Subcommittee”) will address the following specific objectives:

- Assess the impact on the institutional elements of the Army for various size, force mix, and component mix of the Regular Army, Army National Guard, and Army Reserve.
- Make proposals 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.
- Develop conclusions and proposals on the above matters and any other matters the Subcommittee deems pertinent in conducting its study of the Institutional elements of the Army related to the following statutory responsibilities:
 - 1) Recruiting.
 - 2) Organizing.
 - 3) Supplying.
 - 4) Equipping (including research and development).

- 5) Training.
- 6) Servicing.
- 7) Mobilizing.
- 8) Demobilizing.
- 9) Administering (including the morale and welfare of personnel).
- 10) Maintaining.
- 11) The construction, outfitting, and repair of military equipment.
- 12) The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property necessary to carry out the responsibilities specified in this section.

Methodology: The Subcommittee will:

1. Conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus on the statutes, strategy, policies, procedures and processes currently in place used to determine Army force structure.
3. Make proposals on the modifications, if any, on institutional structure and policies 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.
4. Access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task.
5. Review the results of past and recent examinations and studies of Army force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commission on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

FORCE GENERATION SUBCOMMITTEE

*Members:***General Larry R. Ellis, U.S. Army Retired, Chairperson****The Honorable Robert F. Hale****The Honorable Thomas R. Lamont****General James D. Thurman, U.S. Army Retired***Terms of Reference for the Force Generation Subcommittee, National Commission on the Future of the Army*

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the Force Generation policies of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of force generation policies for the Army in order to fulfill current and anticipated mission requirements for the Army in a manner consistent with available resources and anticipated future resources, including policies addressing readiness, training, equipment, personnel, and maintenance of the reserve components to support the mission of the Army Commission.

Objectives and Scope: The Force Generation Subcommittee (“the Subcommittee”) shall develop conclusions and proposals on the below matters and any other matters the Subcommittee deems pertinent in conducting its study of Force Generation policies of the Army. The Subcommittee will review:

- the Army’s projected force generation process and make recommendations as needed; and,
- the viability of maintaining “peacetime rotation” rates with operational tempo goals of 1:2 for active members of the Army and 1:5 for members of the reserve components of the Army.

Methodology: The Subcommittee will:

1. Conduct the assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus its assessment on the statutes, strategy, policies, procedures and processes currently in place to determine Army force generation policies with respect to force size, force mix, and component mix.
3. Make proposals on the modifications, if any, for force generation policies 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.
4. Access, consistent with law, documents or people from Federal departments and agencies which the Subcommittee deems necessary to complete its task.
5. Review the results of past and recent examinations and studies of Army force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commission on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

AVIATION SUBCOMMITTEE

Members:

The Honorable Robert F. Hale, Chairperson

General Larry R. Ellis, U.S. Army Retired

The Honorable Thomas R. Lamont

General James D. Thurman, U.S. Army Retired

Terms of Reference for the Aviation Subcommittee, National Commission on the Future of the Army

These terms of reference establish Secretary of Defense objectives for an independent subcommittee review of the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the Regular Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the Regular Army to support the mission of the Army Commission.

Objectives and Scope: The Aviation Subcommittee (“the Subcommittee”) shall conduct a study on the transfer of Army National Guard AH-64 Apache aircraft from the Army National Guard to the regular Army. The study will consider:

- Depth and scalability, cost-efficiency between the components;
- Strengths, limitations, and capabilities of each component;
- “Peacetime rotation” force to avoid exceeding operational tempo goals of 1:2 for Regular Army and 1:5 for members of the Army National Guard and Army Reserves;
- Minimizing risk within and across readiness, efficiency, effectiveness, capability, and affordability; and,
- Adjusting policies affecting readiness; training; equipment; personnel; and maintenance of the reserve components as an operational reserve.

Methodology: The Subcommittee will:

1. conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes;
2. focus its assessment on the statutes, strategy, policies, procedures, and processes currently in place to determine Army aviation force structure;
3. propose, as appropriate, modifications to the Army aviation structure for AH-64 aircraft related to current and anticipated Army mission requirements at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources;
4. access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task;
5. review, as appropriate, the results of past and recent examinations and studies of Army aviation force structure composition and mix, to include investigative reports and reference materials provided by any organization; and,
6. conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commission on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

DRAFTING SUBCOMMITTEE

*Members:***General Carter F. Ham, U.S. Army Retired, Chairperson****The Honorable Thomas R. Lamont****The Honorable Kathleen H. Hicks****Lieutenant General Jack C. Stultz, U.S. Army Retired***Terms of Reference for the Drafting Subcommittee,
National Commission on the Future of the Army*

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee responsible for consolidating input for, and drafting, the report of the National Commission on the Future of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views are achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Prepare a draft report for the National Commission on the Future of the Army as required by Section 1703(c) of the National Defense Authorization Act for Fiscal Year 2015 (FY 2015 NDAA) (Public Law 113-291).

Objectives and Scope: The Drafting Subcommittee (“the Subcommittee”) will address the following specific objectives:

- consolidate and consider all information and input provided to the Army Commission, including information presented by other subcommittees of the Army Commission;
- articulate the future threats and mission demands in a manner consistent with the Commissioners’ input and opinions; and,
- synthesize Commissioner statements and recommendations made during meetings into a coherent draft written product addressing the Army Commission’s key tasks to allow a comprehensive discussion of substantive issues in the full committee.

The Subcommittee shall develop conclusions and proposals on the above matters and any other matters the Subcommittee deems pertinent in conducting its work.

Methodology: The Subcommittee will:

1. Conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus on integrating Commissioner statements into a coherent written product. The Subcommittee will use information provided to the Commission in public or closed meetings, or by the Commission staff. In preparing the draft report, the Subcommittee will address the considerations specified in Section 1703 of the FY 2015 NDAA.
3. Incorporate into its draft the recommendations or 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 resource.
4. Access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task. As background, the Subcommittee may review the results of past and recent examinations and studies of Army force structure composition and mix, to include investigative reports and reference materials provided by any organization.
5. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate.

Deliverable: It is estimated that the subcommittee will complete its work and provide final proposals to the Army Commission no later than November 19, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the Subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.

APPENDIX J:

SOURCES CONSULTED

This list of source materials is not exhaustive, but represents the type and scope of sources the National Commission on the Future of the Army consulted. The Commission considered input provided during engagements, site visits, open and closed meetings, received by mail and email, and in response to formal Requests for Information (RFI) submitted to Department of the Army and other Department of Defense agencies. These sources include information contained in:

- 89 responses to Commission RFIs
- 31 letters and statements from almost 80 Members of Congress
- 24 letters and statements from Governors
- 18 letters and statements from State Adjutants General
- 77 briefings and presentations from Services, Joint Staff, and Office of the Secretary of Defense
- 47 classified briefings and papers

ADDITIONAL ITEMS

- Bailer Jr., M. J. J. (2007, June 15). *Army Business Transformation: The Utility of Using Corporate Business Models Within the Institutional Army*. Fort Leavenworth, KS: U.S. Army Command and General Staff College.
- Baiocchi, D. (2013). *Measuring Army Deployments to Iraq and Afghanistan*. Santa Monica, CA: RAND Corporation.
- Bennett, B. W., & Lind, J. (2011). *The Collapse of North Korea: Military Missions and Requirements*. *International Security*, 2 (no. 36), 84-119.
- Bonds, T. (2015). *Limiting Regret - Building the Army We Will Need*. Santa Monica, CA: RAND Corporation.
- Booze Allen Hamilton Inc. (2015, October). *Win Talent in a Complex World Final Report: Independent Review of the Army's Accessions Policy and Recruiting Strategy for the Director of the Army Staff*. McLean, VA.
- Brinkerhoff, J. R. (2002). *The Institutional Army, FY1975-FY2002* (No. D-2695). Alexandria, VA: Institute for Defense Analyses.
- Brinkerhoff, J. R., & Horowitz, S. A. (1995). *Case Studies in Reserve Component Volunteerism: A Composite Battalion Task Force for the U.S. Army Element of the Multinational Force and Observers Mission, Sinai* (No. D-1665). Alexandria, VA: Institute for Defense Analyses.
- Brzezinski, I. J., (2014, April 28). *Prepared Testimony of Ian J. Brzezinski*, Washington, D.C.: United States Senate Committee on the Armed Forces.
- Buchalter, A. R., & Elan, S. (2007, October). *Historical Attempts to Reorganize the Reserve Components*. Washington, D.C.: Federal Research Division, Library of Congress.
- Bukowski, R., Childress, J., Colarusso, M. J., & Lyle, D. S., (2014, November). *Creating an Effective Regional Alignment Strategy for the U.S. Army*. Carlisle, PA: U.S. Army War College, Strategic Studies Institute. Retrieved from <http://purl.fdlp.gov/GPO/gpo57649>.
- Camm, F., Cook, C. R., Masi, R., & Wong, A. (2007). *What the Army Needs to Know to Align Its Operational and Institutional Activities*. Santa Monica, CA: RAND Corporation.
- Carter, A. (2015, November). *Building the First Link to the Force of the Future*. Washington, D.C.: U.S. Department of Defense. Retrieved from <http://www.defense.gov/News/Speeches/Speech-View/Article/630415/remarks-on-building-the-first-link-to-the-force-of-the-future-george-washington>.
- Colarusso, M. J., Lyle, D. S., (2014). *Senior Officer Talent Management: Fostering Institutional Adaptability*. Carlisle, PA: U.S. Army War College, Strategic Studies Institute. Retrieved from <http://purl.fdlp.gov/GPO/gpo47668>.
- Comptroller General of the United States. (1979). *DOD "Total Force Management" — Fact or Rhetoric?* (Report to Congress No. FPCD 78-82). Washington, D.C.: U.S. General Accounting Office.
- Cooke, J. A. (2003, July 4). *Manpower Requirements Determination in the Institutional Army*. Carlisle, PA: U.S. Army War College.
- Davis, T. (2015, September). *The Incredible Shrinking US Defense Industry*. *National Defense Magazine*. Arlington, VA: National Defense Industrial Association.

- Defense Business Board. (2012) *Public-Private Collaboration in the Department of Defense*. (No. FY12-04). Washington, D.C.: U.S. Department of Defense.
- Defense Business Board. (2010). *Assessing the Defense Industrial Base* (No. FY10-05). Washington, D.C.: U.S. Department of Defense.
- Defense Reform Consensus. (2015, May). *An Open Letter*. Washington, D.C.: Defense Reform Consensus.
- Dewar, J. A. (Ed.). (2000). *Expandability of the 21st Century Army*. Santa Monica, CA: RAND Corporation.
- Donnelly, T., Schmitt, G. J., Eaglen, M., Talent, J., Lohaus, P., Zakheim, R. I., & Inglee, W., (2015). *To Rebuild America's Military*. Washington, D.C.: American Enterprise Institute.
- Doyle, C. M., Horowitz, S. A., Pechatek, J., & Tate, D. (23 Nov 15). *Memorandum Addressing Methodological Issues in the CAA FTS Analysis*. Alexandria, VA: Institute for Defense Analyses.
- Doyle, C. M., Huff, N. M., Wahedi, L., Bracken, J., Brinkerhoff, J. R., Graham, D. R., ... McGee, S. (2015). *The Stochastic Active-Reserve Assessment (SARA) Model: Force Planning Under Uncertainty*. Alexandria, VA: Institute for Defense Analyses.
- Eaglan, M. (15 Sep 15). "US Army at a Crossroads: A Conversation with the Secretary of the Army John McHugh After Six Years Of Service." Washington, D.C.: American Enterprise Institute.
- Eaglan, M. (2015). *US Military Force Sizing For Both War and Peace*. Washington, D.C.: American Enterprise Institute.
- Evans, J. (2015, June). *Getting It Right: Optimal Active Army End Strength*. Washington, D.C.: The Brookings Institution. Retrieved from <http://www.brookings.edu/research/papers/2015/06/01-getting-active-army-end-strength-right-evans>.
- Feickert, A. (2014, February). *Army Drawdown and Restructuring: Background and Issues for Congress*. Washington, D.C.: Congressional Research Service.
- Feickert, A., & Daggett, S. (2012, January). *A Historical Perspective on Hollow Forces*. Washington, D.C.: Congressional Research Service.
- Feickert, A., & Kapp, L. (2014, December). *Army Active Component (AC)/Reserve Component (RC) Force Mix: Considerations for Congress*. Washington, D.C.: Congressional Research Service.
- Fox, C. (2013, March 15). *Info Memo: Comments on the Final Reserve Forces Policy Board Report on Costs of Military Personnel*. Office of the Secretary of Defense, Cost Assessment and Program Evaluation.
- Gentile, G., Klimas, J., Gventer, C. W., Young, S., Thomas, R. W., Linick, M. E., ... Steinborn, Z. J. (2015, October). *The Army's 2013 Aviation Restructure Initiative, Summary of Research for the NCFR*. Santa Monica, CA: RAND Corporation.
- Gentile, G., & Mann, S. (2015). *Understanding the Origins of the "Abrams Doctrine."* Santa Monica, CA: RAND Corporation.
- Gerson, M. S. (2009). *Conventional Deterrence in the Second Nuclear Age*. *Parameters*, 39(3).
- Gordon, J., Matsumura, J., Atler, A., Boston, S., Boyer, M. E., Lander, N., ... Arroyo Center. (2015). *Comparing U.S. Army Systems with Foreign Counterparts: Identifying Possible Capability Gaps and Insights from Other Armies*. Santa Monica, CA: RAND Corporation.
- Hale, R., & Beyer, D. (2 Sep 15). *Budgetary Turmoil at the Department of Defense*. Washington, D.C.: The Brookings Institution.
- Hansen, M. L., & National Defense Research Institute (Eds.). (2011). *Reshaping the Army's Active and Reserve Components*. Santa Monica, CA: RAND Corporation.
- Hix, W. M., Polich, J. M., & Lippiatt, T. F. (2003). *Army Stationing and Rotation Policy*. Santa Monica, CA: RAND Corporation.
- Hoffman, F. (2015, December). *No Wake for Ares*. *Proceedings*, 141(1,354). Retrieved from <http://www.usni.org/magazines/proceedings/2015-12/no-wake-ares>.
- Hooker, R. D. (2015). *American Landpower and the Two-War Construct*, (No. 106). Arlington, VA: Association of the United States Army Institute of Land Warfare.
- Johnson, D. (2012, August). *The Challenges of the "Now" and What they Mean for America's Land Forces*. Santa Monica, CA: RAND Corporation.
- Johnson, D. (2015, March). "Competent, Concealed, Congested: The Challenges of Future Warfare." Santa Monica, CA: RAND Corporation.
- Johnson, D. (2015, Spring). *Fighting the "Islamic State" The Case for US Ground Forces*. *Parameters*, 45(1).

APPENDIX J: SOURCES CONSULTED

- Johnson, R. A. (2014). *Reconsidering Future War - Predicting Future War*. Parameters, 44(2).
- Kapp, L., & Salazar Torreon, B. (2014, June 13). *Reserve Component Personnel Issues: Questions and Answers*. Washington, D.C.: Congressional Research Service.
- Kavanagh, J. & Gentile, G. (2015, August). *Views of ARNG and USAR Personnel and their Employers on Activations and Deployments*. Santa Monica, CA: RAND Corporation.
- Kelly, T. K., Gordon IV, J., Johnson, M., Klimas, J., Darilek, R. E., Markel, M. W., & Matsumura, J. (2013). *The Army You Need*. Santa Monica, CA: RAND Corporation.
- Klimas, J., Darilek, R. E., Baxter, C., Dryden, J., Lippiatt, T. F., McDonald, L. L., ... Watts, S. (2014). *Assessing the Army's Active-Reserve Component Force Mix*. Santa Monica, CA: RAND Corporation.
- Klimas, J., Darilek, R. E., Dryden, J., Dunigan, M., Lippiatt, T. F., McDonald, L. L., ... Sollinger, J. M. (2014). *Aviation Structure Across Army Components*. Santa Monica, CA: RAND Corporation.
- Klimas, J., Lippiatt, T. F., McDonald, L. L., & Sollinger, J. M. (2015). *Paid Duty Days for Army Guardsmen and Reservists, 2000-2013*. Santa Monica, CA: RAND Corporation.
- Klimas, Joshua. (2015). *Regular Army AH-64 Pilots: Continuation of Service in the Reserve Components, 2002-2012* (No. PR-1870-A). Santa Monica, CA: RAND Corporation.
- Lakhani, H., & Tartak-Abod, E. (1997). *Economic Life Course Analysis of Peacekeeping Deployment in the Sinai*. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Lippiatt, T. F., & Polich, J. M. (2010). *Reserve Component Unit Stability: Effects on Deployability and Training*. Santa Monica, CA: RAND Corporation.
- Lippiatt, T. F., & Polich, J. M. (2013). *Leadership Stability in Army Reserve Component Units*. Santa Monica, CA: RAND Corporation.
- Macgregor, D. (2015, September 7). *Competitive Performance Analysis of U.S. Army Brigade-Based Force and Alternative Force Design, Reconnaissance Strike Group (RSG) in Baltic Warfighting Scenario*. Retrieved from [http://www.ncfa.ncr.gov/sites/default/files/COL%20\(R\)%20Douglas%20Macgregor--September%203,%202015.pdf](http://www.ncfa.ncr.gov/sites/default/files/COL%20(R)%20Douglas%20Macgregor--September%203,%202015.pdf).
- Markel, M. W., Camm, F. A., Hall-Partyka, P., Leonard, H. A., Leuschner, K. A., & Panis, C. (2013). *Estimating Institutional Army Manpower Requirements to Support Army Strategic Planning*. Santa Monica, CA: RAND Corporation.
- Marquis, M. S., & Kirby, S. N. (1989). *Reserve Accessions Among Individuals with Prior Military Service: Supply and Skill Match*. Santa Monica, CA: RAND Corporation.
- McNicol, D. L. (2014). *Cost Growth, Acquisition Policy, and Budget Climate* (No. NS D-5180). Alexandria, VA: Institute for Defense Analyses.
- Nataraj, S., Hanser, L. M., Camm, F. A., & Yeats, J. (2014). *The Future of the Army's Civilian Workforce*. Santa Monica, CA: RAND Corporation.
- National Defense Industrial Association. (2014). *Top Issues 2014*. Arlington, VA: National Defense Industrial Association.
- National Guard Bureau. (2015, January 24). *Adjutants' General Strategic Message: Future of the Army National Guard*. Arlington, VA: National Guard Bureau.
- National Guard Bureau. (2015, September 17). *NGB ARI Execution Plan*. Arlington, VA: National Guard Bureau-AVS.
- North Atlantic Treaty Organization. (22 Jun 15). *NATO Defense Expenditure Data for 2014 and Estimates for 2015*. Brussels, Belgium: North Atlantic Treaty Organization.
- O'Connell, C., Wenger, J. W., & Hansen, M. L. (2014). *Measuring and Retaining the US Army's Deployment Experience*. Santa Monica, CA: RAND Corporation.
- O'Hanlon, M. E. (2015). *The Future of Land Warfare*. Washington, D.C.: The Brookings Institution.
- Pechatek, J., & Wang, A. (23 Nov 15). *Summary of Preliminary Results - Assessing the Impact of Full-Time Support on ARNG Readiness*. Alexandria, VA: Institute for Defense Analyses.
- Phelps, R. (1995). *MFO Sinai Composite Bn Research and Assessment*. U.S. Army Research Institute.
- Pint, E. M., Lewis, M. W., Lippiatt, T. F., Hall-Partyka, P., Wong, J. P., Puharic, T., ... Arroyo Center. (2015). *Active Component Responsibility in Reserve Component Pre- and Postmobilization Training*. Santa Monica, CA: RAND Corporation.

- Pippin, B., Pace, R., Cunningham, S., Schemm, R., & Castleberg, W. (2014). *Army End Strength Analysis*. U.S. Army Training and Doctrine Command Analysis Center.
- Reimer, D. J., Schultz, R. C., & Helmly, J. R. (2010, November 2). *Independent Panel Review of Reserve Component Employment in an Era of Persistent Conflict*. U.S. Department of the Army.
- Rostker, B. (2013). *Right-Sizing the Force - Lessons for the Current Drawdown of American Military Personnel*. Washington, D.C.: Center for a New American Security.
- Scales, Jr., R. H. (2015, June 25). *Scales on War: Intimate Essays on the Future of America's Military*. Publication forthcoming.
- Sharp, T. (2014). *Gambling with Ground Forces - The 2015 Defense Budget and the 2014 Quadrennial Defense Review*. Washington, D.C.: Center for a New American Security.
- Sortor, R. E. (1995). *Army Active Reserve Mix: Force Planning for Major Regional Contingencies*. Santa Monica, CA: RAND Corporation.
- Spraktes, E.W., & Newman, V. M. (2008). *Selfish Prayer*. Createspace.
- Starry, D. A. (1983). *To Change an Army*. Military Review.
- Stratfor. (2015, February 23). *Decade Forecast: 2015-2025*. Retrieved December 31, 2015, from <https://www.stratfor.com/forecast/decade-forecast-2015-2025>
- Sutton, T., & Lohaus, P. (2015). *Pursuing Strategic Advantage: The Utility of Armed Forces in Peace, War, and Everything in Between*. Washington, D.C.: American Enterprise Institute.
- Szayna, T. S., Dreyer, P., Eaton, D., & Saum-Manning, L. (2015). *Army Global Basing Posture: An Analytic Framework for Maximizing Responsiveness and Effectiveness* (No. RR158). Santa Monica, CA: RAND Corporation. Retrieved from http://www.rand.org/pubs/research_reports/RR158.html
- Talley, J. W. (2015). *Posture Statement for the United States Army Reserve*. U.S. Army Reserve.
- Talley, J. W. (2015, February). *Rally Point 32.1*. U.S. Army Reserve. Retrieved from <http://www.usar.army.mil/Featured/RallyPoint321.aspx>
- Thie, H. J., & National Defense Research Institute (Eds.). (2007). *Factors to Consider in Blending Active and Reserve Manpower Within Military Units*. Santa Monica, CA: RAND Corporation.
- Thompson, G. L. (2002). *Army Downsizing Following World War I, World II, Vietnam, and a Comparison to Recent Army Downsizing*.
- U.S. Department of the Army. (n.d.). *US Army Doctrine Comprehensive Guide*. U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2015, June 17). *ARI and NGB Proposal Sufficiency Analysis*. U.S. Army Training and Doctrine Command Analysis Center. (Classified)
- U.S. Department of the Army. (2015, August 17). *Aviation Sufficiency Analysis*. U.S. Army Training and Doctrine Command Analysis Center. (Classified)
- U.S. Department of the Army. (2015, July 16). *Army Aviation Update*. U.S. Army Aviation Center of Excellence.
- U.S. Department of the Army. (2010). *National Guard Bureau "Submittal of Options for Creation of a Trainees, Transients, Holdees, and Students Account for the Army National Guard."* U.S. Army Reserve.
- U.S. Department of the Army. (2014, October 9). *Army Reserve Engagement Cells and Teams (AREC/T)*. U.S. Army Reserve. USAR AFRC-OPP.
- U.S. Department of the Army. (2015, July). *At A Glance*. U.S. Army Reserve. Retrieved from <http://www.usar.army.mil/Featured/ArmyReserveAtAGlance.aspx>.
- U.S. Department of the Army. (2014, August 21). *The Myths of Army Expansibility*. Carlisle, PA: U.S. Army War College, U.S. Army Heritage and Education Center.
- U.S. Department of the Army. (2012, June 29). *The Question Not Asked: Comparisons of Active and Reserve Component Effectiveness*. Carlisle, PA: U.S. Army War College, U.S. Army Heritage and Education Center.
- U.S. Department of the Army. (2013). *How the Army Runs - A Senior Leader Reference Handbook*. Carlisle, PA: U.S. Army War College.
- U.S. Department of the Army. (n.d.). *Maintaining the Force in Periods of Reduced Resources*. Carlisle, PA: U.S. Army War College, U.S. Army Heritage and Education Center.

APPENDIX J: SOURCES CONSULTED

- U.S. Department of the Army. (2015, July). *Aviation Operational Demand*. U.S. Army Forces Command. (Classified)
- U.S. Department of the Army. (2015, Summer). *United States Army Reserve - A Life-Saving and Life-Sustaining Force for the Nation*. Office of the Chief, Army Reserve.
- U.S. Department of the Army. (2015, October). *Combat Vehicle Modernization Strategy*. U.S. Army Training and Doctrine Command, ARCIC.
- U.S. Department of the Army. (2015, June 17). *ARNG AH-64D Pilot Training Quotas FY12-19*. Headquarters, Department of the Army G-3/5/7 AV.
- U.S. Department of the Army. (2015, June 17). *Pilot Gains from COMPO 1*. Headquarters, Department of the Army G-3/5/7 AV.
- U.S. Department of the Army. (2015, June 17). *ARI and NGB Proposal*. Headquarters, Department of the Army G-3/5/7 AV, & National Guard Bureau-AVS.
- U.S. Department of the Army. (2015, September 17). *Army Fixed Wing Multi-Component Initiatives*. Headquarters, Department of the Army G-3/5/7 AV, & National Guard Bureau-AVS.
- U.S. Department of the Army. (2015, August 17). *Aviation Portfolio Update*. Headquarters, Department of the Army G-8 FDV.
- U.S. Department of the Army. (2015, August 5). *Achieving Operational Tempo Goals*.
- U.S. Department of the Army. (2015, May 17). *Abstract "Quick Look Summary of References for Past Army Multi-Component Unit Initiatives"*. ARCIC (FWD).
- U.S. Department of the Army. (2015, May 6). *Army Cyberspace Roles and Civilian Skills*.
- U.S. Department of the Army. (2012, September 4). *Army Directive 2012-08 "Army Total Force Policy"*.
- U.S. Department of the Army. (2012, December 15). *Army Green Pages "Proof of Concept Pilot Report: Using Regulated Market Mechanisms to Manage Officer Talent"*.
- U.S. Department of the Army. (2015, September 23). *Army Information Paper "AC-RC Duty as a Prerequisite for General Officer Selection"*.
- U.S. Department of the Army. (2015, September 14). *Army Information Paper "Army National Guard (ARNG) Title 10 (T10) Active Guard/Reserve (AGR) Positions in support of First Army"*.
- U.S. Department of the Army. (2015, July 30). *Army Information Paper "Army Rotation Rate Objectives"*.
- U.S. Department of the Army. (2015, August 14). *Army Information Paper "Army Sourcing of Operational Requirements"*.
- U.S. Department of the Army. (2015, September 11). *Army Information Paper "Depicting Army support to Combatant Commands"*.
- U.S. Department of the Army. (2015, July 13). *Army Information Paper "Factors Affecting Mobilization of Reserve and Guard Units"*.
- U.S. Department of the Army. (2015, August 21). *Army Information Paper "Measuring Stress on the Force: Making Sense of the Dwell Ratios"*.
- U.S. Department of the Army. (2015, August 25). *Army Information Paper "Mobilization Force Generation Installations (MFGIs)"*.
- U.S. Department of the Army. (2015, September 9). *Army Information Paper "Regular Army Individual Augmentees"*.
- U.S. Department of the Army. (2015, June 30). *Army Information Paper "Reserve Component (RC) Full-Time Support (FTS) and Readiness"*.
- U.S. Department of the Army. (2015, July 10). *Army Information Paper "Supporting Analysis for DoD Rotation Rates"*.
- U.S. Department of the Army. (2015, September 10). *Army Information Paper "United States Army Reserve Defense Support of Civil Authorities (DSCA) 1999-2014"*.
- U.S. Department of the Army. (2015, November 16). *Army Information Paper "Update on 2015 ATLDC tasks"*.
- U.S. Department of the Army. (2011, November 3). *Army Memorandum "Approval of Army Campaign Plan (ACP) Decision Point 131 (Mobilization Transformation) Lines of Effort (LOEs) 1,2 and 4"*.
- U.S. Department of the Army. (2008, April 2). *Army Memorandum "Army Reserve (AR) Force Management Accounting Changes: Trainees, Transients, Holdees and Students (TTHS) Account and Individual Mobilization Augmentee (IMA)"*.

- U.S. Department of the Army. (2014, October 16). *Army Memorandum "Army Total Force Policy (ATFP) Implementation Guidance."*
- U.S. Department of the Army. (2015, January 20). *Army Memorandum "Army Total Force Policy (ATFP) Implementation Guidance and Taskings."*
- U.S. Department of the Army. (2015, April 10). *Army Memorandum "Base Funded Pre-Planned Missions for the Reserve Component (RC) under Title 10 United States Code (USC) 12304b for Fiscal Years 2017-2021 (FY17-21)."*
- U.S. Department of the Army. (1993, November 10). *Army Memorandum for Record "AC-RC Leaders' Offsite Agreement as of 29 October 1993."*
- U.S. Department of the Army. (2006, February 22). *Army Memorandum "Individual Ready Reserve Transformation."*
- U.S. Department of the Army. (2015, August 10). *Army Memorandum : NTC Policy#11 - Cantonement Area Policy for Rotational Training Units and Augmentation Soldiers."*
- U.S. Department of the Army. (2015, August 18). *Army National Guard Information Paper "Employment of the Army National Guard (ARNG) for Pre-Planned Missions using 10 U.S.C. 12304b."*
- U.S. Department of the Army. (2015, July 8). *Army National Guard Information Paper "Integrated Personnel and Pay System - Army (IPPS-A)."*
- U.S. Department of the Army. (2015, August 19). *Army National Guard Information Paper "Suitable Model for Dwell for the Army National Guard (ARNG)."*
- U.S. Department of the Army. (2015, August 9). *Army Operations in the Homeland.*
- U.S. Department of the Army. (2011, March 14). *Army Regulation 525-29 Army Force Generation.*
- U.S. Department of the Army. (2015, April 10). *Army Support to Other Services.*
- U.S. Department of the Army. (2015, May 1). *ARNG Addendum to "Aviation Restructure Initiative" - Army National Guard (ARNG) Position.*
- U.S. Department of the Army. (2015, April 10). *Aviation Restructure Initiative.*
- U.S. Department of the Army. (2015, September 21). *CNGB Framing Paper "The Army National Guard: A Solution for the Total Force in a Fiscally Constrained Environment."*
- U.S. Department of the Army. (2015, August 5). *Contract Support.*
- U.S. Department of the Army. (2013, March 8). *DA PAM 350-58 "Army Leader Development Program."*
- U.S. Department of the Army. (2013, April 26). *Decision Point 161 Continental United States Army (CONUS) Replacement Center (CRC) Analysis.*
- U.S. Department of the Army. (2014, September 8). *Department of the Army Memorandum "Standard Mission Essential Task List (METL) for Army Guard Brigades."*
- U.S. Department of the Army. (2015, June 9). *Depth and Scalability.*
- U.S. Department of the Army. (2015, June 17). *First Army Decisive Action Training Model.* First Army.
- U.S. Department of the Army. (2015, October 30). *First Army Additional Input to the National Commission on the Future of the Army.* First Army.
- U.S. Department of the Army. (2015, October 20). *NCEA Follow Up Session with First Army.* First Army.
- U.S. Department of the Army. (2015, May 18). *First Army Memorandum "First Army Responses to North Carolina and South Carolina Adjutants General (TAG) Luncheon."* First Army.
- U.S. Department of the Army. (2015, June 19). *First Army Memorandum "National Commission Request for Information (Post-Mobilization Training)."* First Army.
- U.S. Department of the Army. (2013, November 22). *First Army Policy Memorandum #11 - Mobilization Standards Policy.* First Army.
- U.S. Department of the Army. (2014, August 13). *FORSCOM memorandum "Army Total Force Policy Implementation - Additional Guidance."*
- U.S. Department of the Army. (2014, April 11). *FORSCOM Memorandum "Army Total Force Policy Implementation - FORSCOM Additional Guidance."*
- U.S. Department of the Army. (2014, May 9). *FORSCOM Memorandum "Army Total Force Policy Implementation - FORSCOM Additional Guidance."*
- U.S. Department of the Army. (2014, May 30). *FORSCOM Memorandum "Army Total Force Policy Implementation - FORSCOM Additional Guidance."*

APPENDIX J: SOURCES CONSULTED

- U.S. Department of the Army. (2013, December 10). FORSCOM Memorandum "Army Total Force Policy Implementation - FORSCOM Interim Guidance."
- U.S. Department of the Army. (2015, June 15). *FORSCOM Total Force Partnership Program Running Estimate*.
- U.S. Department of the Army. (2015, July 8). *Integrated Personnel and Pay System - Army (IPPS-A) Overview to the National Commission*.
- U.S. Department of the Army. (2015, July 16). *Minutes of the 2015 Army Training Leader and Development Conference*.
- U.S. Department of the Army. (2013, May 31). *National Guard Bureau Memorandum "Authorities and Assumptions Related to Rotational Use of the National Guard."*
- U.S. Department of the Army. (2015, April 10). *Recent Experience in Reserve and Guard Readiness, Mobilization, and Operational Employment*.
- U.S. Department of the Army. (2015, August 9). *Regeneration*.
- U.S. Department of the Army. (2012, October 3). *The Army Training Strategy*.
- U.S. Department of the Army. (2015, June 9). *Total Force Integration - Past and Present*.
- U.S. Department of the Army. (2013, March 15). *Army 2020 Investment and Regeneration IPR*. U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2015, December 4). *TRADOC NCO 2020 Strategy: NCOs Operating in a Complex World*. U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2010, May 17). *Generating Force Study* (TRADOC Pam 525-8-1). U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2015, July 16). *TRADOC Presentation to NCEA "One Army School System Overview."* U.S. Army Training and Doctrine Command
- U.S. Department of the Army. (2015, August 9). *Training Similarities and Differences Across Army Components*.
- U.S. Department of the Army. (2015, October 20). *USAR Memo to the Commission by LTG Talley*. U.S. Army Reserve.
- U.S. Department of the Army. (2014, September 12). *US Army Strategic Initiatives Group - How Fast Can the Army Grow?*"
- U.S. Department of the Army. (2015, May 15). *Using BRACs to Reduce/Realign Army Force Infrastructure*.
- U.S. Department of the Army. (1984). *The Army Reserve and Vietnam*. Parameters. Carlisle, PA: U.S. Army War College.
- U.S. Department of the Army. (2008). *Generating Force Support for Operations* (C1, FM 1-01). Washington, D.C.: Headquarters, Department of the Army.
- U.S. Department of the Army. (2010). *TRADOC Generating Force Study Innovation and Adaptation in Support to Operations* (No. TRADOC Pamphlet 525-8-1). Washington, D.C.: U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2011). *Secretary of the Army Memorandum "Army Deployment Period Policy."*
- U.S. Department of the Army. (2012). *ADP 6-22 "Army Leadership."*
- U.S. Department of the Army. (2012). *The U.S. Army Capstone Concept* (No. TRADOC PAM 525-3-0). U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2012). *United States Army Organic Industrial Base Strategic Plan 2012-2022*.
- U.S. Department of the Army. (2013). *Army Leader Development Strategy 2013*.
- U.S. Department of the Army. (2014). *The U.S. Army Operating Concept: Win in a Complex World* (No. TRADOC Pamphlet 525-3-1). Washington, D.C.: U.S. Army Training and Doctrine Command.
- U.S. Department of the Army. (2015). *Army Combined Arms Center "Talent Management Concept of Operations for Force 2025 and Beyond."*
- U.S. Department of the Army. (2015). *Army Equipment Program in support of President's Budget 2016*.
- U.S. Department of the Army. (2015). *Army Posture Statement 2015*.
- U.S. Department of the Army. (2015). *Deputy Chief of Staff, G-4 Logistics Strategic Planning Guidance*.
- U.S. Department of the Army. (2015). *FM 6-22 "Leader Development."*
- U.S. Department of the Army. (2015). *National Guard Association "National Guard Service Perspective 2015; NGAUS Company Grade Committee*.

- U.S. Department of the Army. (2015). *Report to Congress on Army Force Structure*.
- U.S. Department of the Army. (2015). *The Army National Guard FY15 Force Structure Smartbook*.
- U.S. Department of the Army. (2015). *The Army Vision: Strategic Advantage in a Complex World 2015-2025*.
- U.S. Department of the Army. (n.d.). *Force Structure: Army's Analyses of Aviation Alternatives*.
- U.S. Department of the Army. (n.d.). *TRADOC Information Paper "Reserve Component (RC) Army National Guard (ARNG) Officer Candidate School (OCS) Accreditation."* U.S. Army Training and Doctrine Command
- U.S. Department of Defense. (2012, September 10). "Capstone Concept for Joint Operations: Joint Force 2020." Joint Chiefs of Staff.
- U.S. Department of Defense. (2015, June). *The National Military Strategy of the United States of America 2015: The United States Military's Contribution to National Security*. Office of the Chairman, Joint Chiefs of Staff.
- U.S. Department of Defense. (2011, April 5). *Comprehensive Review of the Future Role of the Reserve Component Vol I Executive Summary and Main Report*. Office of the Vice Chairman of the Joint Chiefs and Office of Assistant Secretary of Defense for Reserve Affairs.
- U.S. Department of Defense. (2010, November 25). *CJCS Guide to the Chairman's Readiness System (CJCS Guide 3401D)*. Joint Chiefs of Staff.
- U.S. Department of Defense. (2014, December 2). *AC/RC Tiger Team on Aviation Restructure Initiative Council of Governors VTC*.
- U.S. Department of Defense. (2014, November 12). *AC/RC Aviation Tiger Team, Preliminary Findings*. Washington, D.C.: Office of the Secretary of Defense-Cost Assessment and Program Evaluation.
- U.S. Department of Defense. (2015, June 17). *AH-64 Capacity Analysis*. Washington, D.C.: Office of the Secretary of Defense-Cost Assessment and Program Evaluation. (Classified)
- U.S. Department of Defense. (2015, February). *United States Department of Defense Fiscal Year 2016 Budget Request Overview*. Washington, D.C.: Office of the Under Secretary of Defense Comptroller, Chief Financial Officer.
- U.S. Department of Defense. (2008, January 31). *Commission on the National Guard and Reserves*.
- U.S. Department of Defense. (2015, August 24). *Deputy Secretary of Defense Memorandum "Cost Reduction Targets for Major Headquarters."*
- U.S. Department of Defense. (2008, October 29). *DoDI 1200.17 "Managing the Reserve Components as an Operational Force."*
- U.S. Department of Defense. (2011, September 21). *DoDI 1235.10 "Activation, Mobilization, and Demobilization of the Ready Reserve" Incorporating Change 1, 21 Sep 11*.
- U.S. Department of Defense. (2012, April). *DoDI 1235.12 "Accessing the Reserve Component" Including Change 1 dtd 4 Apr 12*.
- U.S. Department of Defense. (2013, October 18). *DoDI 1235.13 Administration and Management of the Individual Ready Reserve (IRR) and the Inactive National Guard (ING)*.
- U.S. Department of Defense. (2013, July 26). DoDI 3025.22 "The Use of the National Guard for Defense Support of Civil Authorities." Retrieved from <http://www.dtic.mil/whs/directives/corres/pdf/302522p.pdf>.
- U.S. Department of Defense. (2013, July 3). *DoDI 7041.04 Estimating and Comparing the Full Costs of Civilian and Active Duty Military Manpower and Contract Support*.
- U.S. Department of Defense. (2014, May 1). *Office of the Assistant Secretary of Defense Memorandum "Guidance on Service Implementation of 10 U.S.C. 12304b Order to Active Duty for Preplanned Missions in Support of Combatant Commands."*
- U.S. Department of Defense. (2014, February 11). *Report of the Reserve Forces Policy Board on Reserve Component Use, Balance, Cost and Savings: A Response to Questions from the Secretary of Defense*. Office of the Secretary of Defense, Reserve Forces Policy Board.
- U.S. Department of Defense. (2014, August 18). *Department of Defense Cyber Approach: Use of the National Guard and Reserve in the Cyber Mission Force*. Office of the Secretary of Defense, Reserve Forces Policy Board.
- U.S. Department of Defense. (2013, January 7). *Eliminating Major Gaps in DoD Data on the Fully-Burdened and Life-Cycle cost of Military Personnel: Cost Elements Should be Mandated by Policy*. Office of the Secretary of Defense, Reserve Forces Policy Board.

APPENDIX J: SOURCES CONSULTED

- U.S. Department of Defense. (2013, May 6). *Strategic Choices and the Reserve Components*. Office of the Secretary of Defense, Reserve Forces Policy Board.
- U.S. Department of Defense. (2015, November 18). *Memorandum: Force of the Future: Maintaining Our Competitive Edge in Human Capital*. Office of the Secretary of Defense.
- U.S. Department of Defense. (2011, March 14). *Memorandum: Reserve Component Contiguous Training*. Office of the Secretary of Defense.
- U.S. Department of Defense. (2007, January 19). *Memorandum: Utilization of the Total Force*. Office of the Secretary of Defense.
- U.S. Department of Defense. (2007, April 18). *Under Secretary of Defense Memorandum: Programs to Support Utilization of the Total Force*.
- U.S. Department of Defense. (2013, November 1). *Under Secretary of Defense Memorandum: Under Secretary of Defense (Personnel and Readiness) Deployment to Dwell, Mobilization to Dwell Policy Revision*.
- U.S. Department of Defense. (2013, December 20). *Unit Cost and Readiness of Active and Reserve Components of the Armed Forces*.
- U.S. Department of Defense. (2013). Joint Publication 3-27. Retrieved from http://www.dtic.mil/doctrine/new_pubs/jp3_27.pdf.
- U.S. Department of Defense. (2014). *Defense Manpower Requirements Report Fiscal Year 2015*. Washington, D.C.: Total Force Planning and Requirements Office of the Assistant Secretary of Defense for Readiness & Force Management.
- U.S. Department of Defense. (2014). *Integrated Personnel and Pay System - Army (IPPS-A) Increment II Business Case Final Draft*.
- U.S. Department of Defense. (2014). *Quadrennial Defense Review 2014*. Washington, D.C. Retrieved from http://archive.defense.gov/pubs/2014_Quadrennial_Defense_Review.pdf.
- U.S. Department of Defense. (2015). *Annual Aviation Inventory and Funding Plan Fiscal Years (FY) 2016-2045*.
- U.S. Department of Defense. (20 Apr 15). *Independent Cost Analysis of the Army Aviation Restructure Initiative and the Army National Guard Alternative - Report to the Congress* (OSD CAPE No. 3-DB62698). Office of the Secretary of Defense, Cost Assessment and Program Evaluation.
- U.S. Department of Defense. *Operational Plans*. Combatant Commands.
- U.S. House of Representatives, (2015, May 1). Rules Committee Print 114-14 Text of H.R. 1735, National Defense Authorization Act for Fiscal Year 2016, Title V, Subtitle C -- Consolidation of Authorities to Order Member of Reserve Components to Perform Duty. Washington, D.C.: U.S. House of Representatives Rules Committee.
- Wallace, R. A., Colarusso, M. J., Hall, A. O., Lyle, D. S., Walker, M. S., Army War College (U.S.), ... Press. (2015). *Paid to Perform: Aligning Total Military Compensation with Talent Management*.
- Wallace, R. A., Smith, J. Z., Lyle, D. S., Army War College (U.S.), & Strategic Studies Institute. (2013). *A Framework for Restructuring the Military Retirement System*. Retrieved from <http://purl.fdlp.gov/GPO/gpo45350>.
- Wenger, J. W., Orvis, B. R., Stebbins, D. M., Apaydin, E., & Syme, J. (2015, January). *Strengthening Prior Service-Civil Life Gains and Continuum of Service Accessions into the Army's Reserve Components*. Santa Monica, CA: RAND Corporation.
- Weston, T. C. (2015, September). *Are US Army Capabilities for Countering Weapons of Mass Destruction at Risk?* Arlington, VA: Association of the United States Army Institute of Land Warfare.
- White House. (2012, January). *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*. Joint Chiefs of Staff. Retrieved from http://archive.defense.gov/news/Defense_Strategic_Guidance.pdf White House. (2015). *National Security Strategy 2015*. Washington, D.C.: The White House. Retrieved from https://www.whitehouse.gov/sites/default/files/docs/2015_national_security_strategy.pdf.
- Work, R. (2015a, March 27). Deputy Secretary of Defense Letter to the Honorable John McCain.
- Work, R. (2015b, May 8). Letter To Governor Brandstad (Iowa) and Governor Malloy (Connecticut).