



National Commission on the Future of the Army

2530 Crystal Drive, Zachary Taylor Building, Suite 5000
Arlington, VA 22202

National Commission on the Future of the Army

Open meeting, August 18, 2015

Present:

Chairman – GEN Carter F. Ham (USA, Ret)
Vice Chairman – HON. Thomas R. Lamont (ARNGUS, Ret)
Member – GEN James D. Thurman (USA, Ret)
Member – GEN Larry R. Ellis (USA, Ret)
Member – LTG Jack C. Stultz (USA, Ret)
Member – HON. Robert F. Hale (Former USD Comptroller)
Member – HON. Kathleen H. Hicks (Former PDUSD Policy)
Member – SMA Raymond F. Chandler (USA, Ret)

Designated Federal Officer – Mr. Don Tison (DFO)

Attendees: In accordance with the provisions of Public Law 92-463, the meeting was open to the public from 9:00 A.M. to 12:04 P.M. There were approximately 76 members of the public present for this event.

Documents received by the Commission:

1. "Statement of Lieutenant General James B. Laster, Director, Marine Corps Staff"
2. "Statement from Major General Scott A. Vander Hamm, Deputy Chief of Staff, Operations (AF/A3)"
3. "Slides from Timothy M. Bonds of RAND Corporation"
4. "Statement by Timothy M. Bonds of RAND Corporation"
5. "Testimony of Major General Glenn H. Curtis, President of the Adjutant Generals Association of the United States"
6. "Statement of Major General Timothy A. Reisch, TAG of South Dakota"
7. "Testimony of Major General Donald Dunbar, TAG of Wisconsin"
8. "Testimony of Major General Gregory Lusk, TAG of North Carolina"
9. "Testimony of Major General Lee Tafanelli, TAG of Kansas"
10. "Testimony of Major General Michael McGuire, TAG of Arizona"
11. "Testimony of Major General Robert Livingston, TAG of South Carolina"
12. "Testimony of Major General James Hoyer, TAG of West Virginia"
13. "Statement of Andrea Peterson, Legislative Affairs Manager for Army Program at the National Guard Association of the United States"
14. "National Guard Association of the United States Assessment of Chief of Staff of the Army and the Secretary of the Army Statement to NCFCA on 19 May 2015" from NGAUS.

National Commission on the Future of the Army
Open meeting, August 18, 2015

15. "Slides on Apache Funding Analysis by the National Guard Association of the United States" from NGAUS
16. "Addendum E--Army Force Generation (ARFORGEN)" from NGAUS
17. "Addendum--Data Required by the National Defense Authorization Act of FY 1994" from NGAUS
18. "Article submitted by the National Guard Association of the United States" from NGAUS

Documents and audio recording for entire meeting available at www.ncfa.ncr.org

The DFO called the meeting to order at 0900hrs.

Procedures for speakers – DFO discussed required Federal Advisory Committee Act (FACA) procedures. DFO also explained postponement of a planned classified meeting with the Deputy Secretary of Defense that was cancelled and will be rescheduled.

Chairman's update – Chairman called upon Commissioners and Commission staff to provide details for updates on Commission activities held since 15 July 15. These included site visits in Kentucky, Indiana, Tennessee, Mississippi, and Europe, as well as attending the National Governors' Association conference, and staff meetings with Congressional Defense Committees professional staff. The Chair also addressed the closed meeting with CYBERCOM, PACOM and SOUTHCOM commanders that occurred the day before.

Subcommittee interim reports:

- Commissioner Ham gave an update on the activities of the Drafting Subcommittee. The recent work addressed initial options of format and style options for the final report.
- Commissioner Hale described several recent Aviation subcommittee working sessions including an Army G-8 force modernization update, classified force sufficiency analysis from TRADOC Analysis Center (TRAC), and costing efforts concerning aviation restructure alternatives in relation to the classified analysis.
- Commissioner Ellis presented for Commission approval an analytical framework from the Force Generation subcommittee's work which will identify levers and friction points for employing. The framework was approved without objection.
- Commissioner Hicks noted that the Operational subcommittee will produce two papers for Commission consideration: (1) future operational environment and (2) expected missions for Army forces. The Operational subcommittee will leverage work by Center for Army Analysis (CAA), TRAC, and the Institute for Defense Analysis (IDA) to assess Army force structure's ability to meet demand requirements under various size and force mix parameters.

National Commission on the Future of the Army
Open meeting, August 18, 2015

- Commissioner Stultz and Institutional subcommittee staff presented preliminary research findings on fully-burdened life cycle costs, policies on the distribution of equipment and personnel in the National Guard, the process for changes to the distribution of National Guard personnel among the States, and the Army's efforts to update and consolidate its' personnel management and pay system under the Integrated Pay and Personnel System – Army (IPPS-A). The Commission accepted the proposal to use activities based costing as long as the full burden of personnel costs were included. Commission concurred with supporting IPPS-A fielding but withheld approval on the funding question.

Speakers from:

Panel: Army Support to Services and Joint Force
RAND
Public Comments
DFO Closing remarks; Chairman closing remarks

Panel: Army Support to Other Services and the Joint Force (Services & Joint Staff Reps)

Joint Panel on the Army's Support to Other Services and the Joint Force: LtGen James Laster (USMC, DMCS), Maj Gen Scott Vander Hamm (USAF, ADCS-O), RDM Lawrence Jackson (USN, OPNAV N91), and MajGen H. Stacy Clardy (USMC, J8-DDFM) all addressed the positive impacts of the Army's executive agent activities and Army Support to Other Services (ASOS) for the Department of Defense. Discussion topics included institutional training, force development, costs, operational capabilities, and potential inter-service impacts of Army force reductions. To help Commissioners prepare for the panel the NCFA staff provided NCFA Staff Paper, Army Support to Other Services (ASOS).

Panelists noted that the reductions in their Services generally precluded transferred functions from the Army to their Service.

Lieutenant General James B. Laster, Director of the Marine Corps Staff

Lt. Gen. Laster provided a written statement. He spoke regarding the Army/Marine Corps relationship and the common ground the services share as they face new threats. He described how support from the Army is an important part of how the Marine Corps leverages capability to ensure access and to fight as a part of a joint force. He stated that Army support of Marine Corps operations fall into three categories: institutional, operational, and tactical. Operationally, the Army provides operational depth with fires, sustainment and extended reach.

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

National Commission on the Future of the Army
Open meeting, August 18, 2015

MG Vander Hamm provided a written statement. He stated that the Air Force recognizes and appreciates the broad range of capabilities and services the Army brings to the joint fight. He described the specific key functions that the Air Force would have to resource and train and sustain if the Army did not provide them in the future: air defense, wide area security, logistics, engineering services, and dynamic targeting.

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

RADM Jackson stated that over the last 13 years over 50,000 Reserve Sailors have trained at Army bases such as Fort Bliss and Fort Jackson. He described how in the Navy Reserve every Sailor prepared for deployment to Iraq at an Army training site, and was able to provide unique services to the joint force. He spoke about the many ways the Army and Navy are intertwined in terms of logistics support.

Major General H. Stacy Clardy, III, Deputy Director for Force Management, Application and Support, J8,

Maj. Gen. Clardy stated that the U.S. Army as a Service is central and essential for joint force both as a leader and as an integrator citing ground force capability, command and control, communications and logistics. He also stated that the Joint Staff is ready to assist the Commission as required. In response to Commissioner Ham question, he noted that the Joint Staff does conduct analysis on the impacts on other Services for Army force structure changes.

RAND – “Limiting Regret – Building the Army We Will Need”

Tim Bonds, Director, Arroyo Center

Tim Bonds, Director of the Arroyo Center (Army's Federally Funded R&D Center), provided a document with RAND-funded analysis addressing national risk during the drawdown of US ground forces. He used slides to support his discussion of the analysis. He described the ground forces that may be required to meet US commitments in the face of likely future challenges. Key points included (1) the global security environment is greatly changed since Department of Defense strategic guidance January 2012¹ and Quadrennial Defense Review (QDR) 2014 (and even the 2015 National Security Strategy) were published, (2) a significant portion of the Army (~143k) is dedicated to strategic missions (including support to other Services) and 'generating' or preparing operational forces to deploy, and (3) commitments to defeat ISIL, counter Russian aggression in the Baltics, and respond to an attack in Korea would require more forces and depth than currently available in the total force including USMC ground units. Mr. Bonds described several potential 'regrets' like an enduring Islamic State in the Levant (ISIL) terrorist state, a fractured NATO or war in Europe, and loose nuclear weapons in North Korea. RAND's conclusion is that planning for an Army that is too small leaves the U.S. with two basic choices: (1) having to choose one of two fights to win or (2) retaining U.S. forces by pausing the drawdown to have capacity needed to win two fights. During Q&A, Mr. Bonds also said that a more lethal

¹ *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, January 2012.

National Commission on the Future of the Army
Open meeting, August 18, 2015

operational environment makes planning for replacements, reserves and rotational forces, especially for extended operations, critically important and mentioned additional, classified force sufficiency analysis that RAND has conducted. The Commission asked for another briefing that will include additional classified information and analysis on this topic. Mr. Bond agreed to provide.

Public Comments

GEN (R) Ham thanked the members of the Army Support to Other Services and the Joint Force panel, the state TAGs present, and NCFA staff for their inputs and testimony.

MG Curtis, AG of Louisiana and newly elected president of the Adjutants General Association of the United States (AGAUS) testified regarding the TAGs' desire for building a Total Army in the best interest of the Nation. He also submitted white papers addressing ARNG Affordability, Capability, Accessibility, Readiness, Full-Time Support, and the need for Combat Power in the Guard.

Andrea Peterson, National Guard Association of the United States (NGAUS) Legislative Affairs, testified (and submitted a detailed statement and supporting documents) regarding a NGAUS assessment of the Secretary of the Army and Chief of Staff Army statement provided to the NCFA in May 2015.

DFO Closing remarks; Chairman closing remarks

The Chairman noted the Commission will conduct site visits to the National Training Center and southern California, St Paul, MN, Peterson AFB, CO, Fort Carson, CO, and NGAUS annual meeting in Nashville, TN. The next open meeting in Arlington, Virginia, will be held on September 17th, 2015.

The DFO reminded the attendees that the minutes and documents would be posted at www.ncfa.ncr.gov and **adjourned the meeting at 1155hrs.**