

RECORD VERSION

JOINT STATEMENT BY

**THE HONORABLE LES BROWNLEE
UNDER SECRETARY OF THE ARMY**

AND

**GENERAL JOHN M. KEANE
VICE CHIEF OF STAFF
UNITED STATES ARMY**

BEFORE THE

**AIRLAND SUBCOMMITTEE
COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE**

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**ON ARMY MODERNIZATION AND TRANSFORMATION
AND REVIEW OF THE DEFENSE AUTHORIZATION REQUEST
FOR FISCAL YEAR 2003**

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Mr. Chairman and distinguished members of the Committee, we thank you for this opportunity to report to you on the status of Army Transformation.

On behalf of every Soldier, civilian, and Army family member we would first like to thank this Subcommittee, and the Congress as a whole, for the considerable increase in funding associated with the fiscal year 2002 budget. With that budget came a compelling message to the entire Army – America appreciates the commitment that every Soldier and civilian has to the defense of our Nation.

Your support provided pay increases of at least 5 percent across the board for Soldiers and 3.6 percent for the civilian work force. Additionally, targeted pay increases for selected skills and mid-grade officers, upgraded single-soldier barracks, and improvements to our residential communities have done much to enhance the quality of life throughout the Army.

We also appreciate your continued support of our Army's Transformation goals. With your help, the Army is able to fully fund the second Interim Brigade Combat Team and commit greater resources toward science and technology, significantly enhancing our efforts to accelerate implementation of the Objective Force.

THE WAR – THE NEED TO TRANSFORM

Today, we are engaged in a global war on terrorism. The conduct of our Army throughout this war clearly indicates that we are trained and ready to fight and win the Nation's wars. Our simultaneous commitment to a significant number of smaller scale contingencies and stability operations throughout the world underscores our military capability and state of readiness. These same missions also illustrate the need for an Army that is more strategically responsive, deployable, and versatile.

The Army has no illusions about the challenges it faces. We must help our sister services win the global war on terrorism and simultaneously prepare for future wars by effectively using the resources you provide us. With the continued support of Congress and the Administration, the Army will continue to fulfill its role in the war on terrorism, maintain our near-term readiness for unexpected challenges, and rapidly transform to fight and win our future conflicts.

TRANSFORMATION

Transformation is the key to the Army's ability to meet our obligations and challenges. It changes the way we fight and the way we deploy. The transformed Army will be as survivable, as lethal, and as tactically mobile as our heavy forces, but far more strategically deployable. We will transform to a more strategically responsive force that is dominant across the full spectrum of military operations. Developments in technology and our pursuit of network-centric warfare will provide us with unprecedented situational awareness, enabling Army formations to maneuver with greater precision and dispersion. We will know where the enemy is and where our own people are, and we will be able to impose our will on the enemy at the time and place of our choosing. We will exploit vertical envelopment to avoid large movements along predictable lines of communication and focus our efforts on the enemy's strategic centers of gravity.

In effect, we intend to break our ties with the Cold War formations that relied on the principle of mass and the build-up of large forces. With the implementation of change throughout its doctrine, training, leader development, organization, materiel, and soldier systems, the Army is taking a holistic approach to Transformation – the result will be a different Army, not just a modernized version of the current Army.

Transformation consists of three interrelated elements—the Objective Force, the Interim Force, and the Legacy Force. We will develop concepts and technologies for the Objective Force while fielding an Interim Force to meet near-term requirements and bridge the operational gap between our heavy and light forces. The third element of Transformation – the Legacy Force – refers to the selective modernization and recapitalization of existing systems to provide enhanced capabilities that will guarantee our readiness through the Transformation process.

THE LEGACY FORCE

The Legacy Force – the force that is at war today -- will guarantee the Army's near-term warfighting readiness for the next 10 to 15 years and is critical to the development of the Objective Force. The leaders and soldiers of today's Army will advance the tactics, techniques and procedures for network centric warfare using enhanced Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems on modified Legacy platforms. They will help to identify the Soldier-Leader skills required in the Objective Force and assess our current ability to cultivate those skills.

The Army's first digitized division, the 4th Infantry Division, has already established the significant role of the Legacy Force in the development of the Objective Force. During two Division Capstone Exercises, the 4th Infantry Division demonstrated quantum leaps in capability and indicate the significant progress we have made toward

implementing the warfighting concepts outlined in the Army's new Operations field manual (FM-3).

THE INTERIM FORCE

The Interim Force is a transition force that will combine the best characteristics of the Army's current heavy and light forces. Organized into Interim Brigade Combat Teams (IBCTs), it will leverage today's technology with selected capabilities of the Legacy Force to serve as a link to the Objective Force. Most importantly, the Interim Force will allow exploration of new operational concepts relevant to the Objective Force. The Army will field six of these new, more responsive IBCTs. These units comprise an Interim Force that will strengthen deterrence and expand options for the field commanders.

Over the past two years, we have organized two brigades at Fort Lewis, Washington, with additional IBCTs programmed for Alaska, Hawaii, Louisiana, and Pennsylvania. The Army is working to develop wide-ranging changes to doctrine, training, logistics, organizations, materiel, and soldier systems required to field and employ the Interim Force. The first IBCT has completed brigade and battalion level headquarters training with the Army's Battle Command Training Program. Additionally, this IBCT has completed company-level maneuver live fire training and will attain its first incremental war fighting capability – an infantry company – in August of this year. The IBCT will achieve battalion-level capability in December 2002 and full initial operational capability in May 2003.

Training of the Interim Force is proving that the practice of combining heavy and light cultures results in more adaptable and capable leaders and Soldiers. The Army has learned from experimentation that technology such as digitization allows the integration of intelligence data with tactical and operational information and gives our leaders and Soldiers the ability to seize and retain the initiative, build momentum quickly, and win decisively.

THE OBJECTIVE FORCE

The end result of Transformation is a new, more effective and more efficient Army with a new fighting structure – the Objective Force. It will provide our Nation with an increased range of options for crisis response, engagement, or sustained land force operations. Instead of the linear sequential operations of the past, the Objective Force will fight in a distributed and non-contiguous manner. Objective Force units will be highly responsive, deploy rapidly as a result of reduced platform weight and smaller logistical footprints, and arrive early to a crisis to dissuade or deter conflict. With superior situational awareness, Objective Force Soldiers will identify and attack critical enemy capabilities and key vulnerabilities throughout the depth of the battle space. For optimum success, we will harmonize our Transformation efforts with similar efforts by other Services, business and industry, and our science and technology partners.

By focusing much of its spending in science and technology, the Army will create a new family of ground systems called the Future Combat Systems (FCS). This networked system-of-systems – a key to fielding the Objective Force – will allow leaders and Soldiers to harness the power of digitized information systems. The FCS will allow commanders to bring a substantial, perhaps even exponential, increase in combat capabilities to the joint force without a large logistics footprint. Newer technologies will be inserted into the FCS as they become ready. The Army recently awarded the solicitation for the FCS Lead Systems Integrator (LSI). In coordination with the Army and DARPA, the LSI will select the “best of breed” technologies, components, and sub-components through maximum competition among the sub-contractors. The LSI is a new solicitation and acquisition strategy that will accelerate Army Transformation. In the fiscal year 2003 budget, we invested 97 percent of our science and technology resources toward the design and development of the Objective Force and enabling technologies – technologies that will take us to the system

development and demonstration phase for the Future Combat Systems. With this funding level, the Army will begin fielding the Objective Force this decade.

We owe our Soldiers the best tools and equipment so they are not put at risk by obsolete or aging combat support systems. The Comanche helicopter, the Objective Force Warrior system, and C4ISR initiatives are integral components of the network-centric operations of the Objective Force. They are the infrastructure that allows Soldiers to do what they do best – fight and win our Nation’s wars. Comanche will provide an armed aerial reconnaissance capability critical for gathering intelligence for coordinated attacks against targets of opportunity, and the fiscal year 2003 budget supports continued development and flight testing. The Objective Force Warrior system will provide quantum improvements over our current soldier systems in weight, signature, information exchange capabilities, ballistics tolerance, and chemical, biological, and environmental protection for individual Soldiers on the battlefield.

Terrestrial systems alone will not enable full spectrum dominance. Space is a vertical extension of the battlefield and a key enabler and force multiplier for land force operations. Objective Force commanders will access and integrate the full spectrum of C4ISR and information operations capabilities, to include national agencies, strategic and operational units, tactical organizations, and joint or multinational forces. In short, commanders will draw upon a wide array of capabilities that enable not just overwhelming force projection, but the ability to out-think our adversaries.

Transporting and sustaining the Objective Force will require capabilities that are cost effective, adhere to rapid deployment timelines, and have a smaller logistical footprint over longer distances without jeopardizing readiness. Materiel readiness will be maintained at reduced costs by increasing inventory visibility and integrating automated systems.

FUNDING TRANSFORMATION

The Army has made difficult choices in the last three budgets in order to resource those programs that will enable the Army to accelerate Transformation with a goal of beginning to field the Objective Force this decade. In concert with increased funding, we have altered our investment strategies, terminated programs, focused our science and technology, and targeted selective systems for modernization and recapitalization – measures that balance near-term readiness with the timely development and fielding of the Objective Force

INVESTMENT STRATEGY

Beginning in 1999, the Army's investment strategy reflects a significant shift from resourcing legacy capabilities to resourcing the Objective Force. The Army terminated heavy ground combat systems such as the Command and Control Vehicle and the Grizzly obstacle breaching vehicle, but kept lighter and Objective Force capable systems such as the Land Warrior, Tactical Unmanned Aerial Vehicle, High Mobility Artillery Rocket System, Crusader, and Comanche. Crusader represents an example of a system that we have modified by significantly reducing its weight while retaining its dominant range and firepower. The Crusader will provide critical indirect fire support to the Army for the foreseeable future.

The Army generated more than \$13 billion in Transformation funding by terminating, or restructuring 29 different research, development, and acquisition programs over the past three years. These cost savings, in concert with Congressional and OSD funding increases, enabled the Army to fund our key Transformation priorities.

RECAPITALIZATION AND MODERNIZATION

Recapitalization is the cornerstone of the Army's strategy to sustain its warfighting capability throughout the fielding of the Objective Force.

We are compelled to pursue this course of action because 75 percent of the current force exceeds its expected half-life and is becoming increasingly expensive to maintain. Our strategy is to selectively rebuild or upgrade 17 systems that will remain in the inventory for the next 15 to 20 years and achieve an average fleet age of no more than half of a system's expected service life. These systems include the M1 Abrams tank, M2 Bradley fighting vehicle, AH-64 Apache, UH-60 Black Hawk, and CH-47 Chinook. If sufficiently resourced, this investment in future readiness will sustain warfighting capabilities, reduce the cost of ownership, and extend the service life of systems until the Objective Force is fielded throughout the Army.

Aviation modernization and restructuring will eventually reduce our helicopter inventory by 25 percent and allow the Army to retain only three types of helicopters. The plan calls for the divestiture of 1,000 helicopters (all Vietnam-era UH-1 Iroquois) by fiscal year 2004 and permits savings in training and logistics to be used in support of the recapitalization of our remaining fleet – the AH-64 Apache, UH-60 Black Hawk, and CH-47 Chinook.

RISK MANAGEMENT

For Transformation to be successful, we must balance the boldness of our desire for an Objective Force with the requirement to be ready to fight a major conflict at any time between now and the fielding of that Objective Force. Our investment strategy, however, does entail a certain degree of risk – a risk we must accept to fund Transformation.

Our first concern is to balance the requirement to remain ready while we transform. The Army has made tough decisions in terminating or restructuring many programs during the past three years, accepting near-term risk to free up resources for Transformation. A portion of those savings is paying for modernization and recapitalization of the Legacy Force.

The Army has accepted risk by funding the Legacy Force modernization and recapitalization at only 60 percent of its validated requirement. Our recapitalization program, however, is based on in-depth analysis to determine the right systems and levels of modernization for the 17 selected systems. This process will enable the Army to make essential adjustments if the schedules for either the IBCTs or the Objective Force change significantly.

In the case of the Objective Force, we are truly embarked on a process of transforming the Army. Our efforts will push the technological envelope in order to achieve the lethality, survivability, tactical mobility, and improved strategic deployability the Army seeks. Some of these acquisition programs are clearly high risk. While we are pushing the envelope of Transformation, we will do everything possible to reduce risk and give these programs every chance for success.

CONCLUSION

For over 226 years, the Army has kept its covenant with the American people to fight and win our Nation's wars. In all that time, we have never failed them and we never will. The war on terrorism, the requirement to secure the homeland, and the need to maintain readiness for possible near-term contingencies have validated the need for a new kind of Army – a capabilities-based ground force that can fight and win battles across the full spectrum of military operations.

The Army cannot predict what other changes the future will bring, but what will not change is the need for our Nation to have the best trained, best led, and best equipped Soldiers on the ground, deployed rapidly at precisely the right time, the right place, and with the right support structure as part of a joint military team.

Building and maintaining an Army is a shared responsibility between the Congress, the Administration, those in uniform, and the American people. Working with Congress, we will keep the Army ready to

meet today's challenges and continue to make significant strides toward achieving the Vision announced in 1999.

Mr. Chairman and distinguished members of the Committee, we thank you once again for this opportunity to report to you today on the state of your Army. We look forward to discussing these issues with you.