

**RECORD VERSION**

**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**

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

**FIRST SESSION, 108TH CONGRESS**

**ON ARMY MODERNIZATION AND TRANSFORMATION  
AND REVIEW OF THE DEFENSE AUTHORIZATION REQUEST  
FOR FISCAL YEAR 2004**

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

We would first like to thank this Subcommittee, and the Congress as a whole, for your tremendous support of the fiscal year 2003 budget. With your help the Army received a 4.1 percent average pay increase for our soldiers and our civilian work force. Increased funding for housing allowances have reduced Soldiers' out-of-pocket expenses from 11.3 percent to 7.5 percent. The fiscal year 2003 budget also funds significant Army initiatives to retain and recruit quality soldiers, provides for upgraded single-soldier barracks, and expands many programs that improve the quality of life for our soldiers and their families.

We also appreciate your continued support of our Army's Transformation goals. With your help the 2003 budget fully funds our third Stryker Brigade Combat Team (SBCT), provides an additional \$105 million for the Army's Future Combat System (FCS), \$173 million for the development of an FCS non-line of sight cannon, and also funds \$874 million for the Comanche helicopter system.

Across the board, the fiscal year 2003 budget sends a strong message of Congressional support for our soldiers, civilians, and families – and clearly indicates your resolve to help sustain the readiness of our Army as we Transform for the future.

## **THE ARMY AT WAR**

Today our Army is engaged throughout the world – fighting the Global War on Terrorism, providing peace and stability to regions throughout the world, and preparing for a potential war in Iraq. Our simultaneous commitment to these operations, and the successes we have achieved, clearly indicate our military capability and state of readiness. Our Soldiers demonstrate every day that they are trained and ready to respond to these requirements – to fight and win the Nation’s wars. With the support of Congress and the Administration, the Army will continue to fulfill its role in the war on terrorism, maintain our near-term readiness, and rapidly transform to fight and win our future conflicts.

## **OPERATIONAL LESSONS**

Operations throughout this past year have reinforced the value of Joint operations, precision weapons, and the necessity for coordinated air-ground integration. We demonstrated that by compelling an enemy to mass, ground maneuver forces maximize the effectiveness of America's tremendous airpower. We also effectively incorporated the leading edge of our emerging technologies to maximize our battlefield advantage – demonstrating future concepts and validating General Shinseki's vision of a Transformed Army and the fielding of the Objective Force beginning in this decade.

## **THE NEED TO TRANSFORM**

The global environment has changed and the Army must change with it. Our military has demonstrated time and again that it is the finest force ever assembled. As a result, our adversaries understand that they cannot face our capabilities head-on. They are therefore changing and evolving in an attempt to exploit our vulnerabilities.

In view of these factors, and our non-negotiable obligation to defend the American people against all threats, the Army must change the way it fights and the way it deploys. Our Army must be able to rapidly deploy and sustain itself in distant anti-access and area denial environments. We must be able to rapidly find the enemy and deny them sanctuary by providing persistent surveillance, tracking, and rapid engagement. We must leverage technologies and innovative concepts to develop inter-operable Joint command, control, communications, computers, intelligence, surveillance, and reconnaissance, or C4ISR, and information networks that will provide our forces with unparalleled situational awareness and the ability to network joint fires. And, we must be able to maintain information systems in the face of attack and conduct effective information operations.

Developments in technology and our pursuit of network-centric warfare will allow the Army to break our ties with the Cold War formations that relied on the principle of mass and the build-up of large forces. We will possess unprecedented situational awareness that will enable 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. And, we will Transform to a more strategically responsive force that is dominant across the full spectrum of military operations. With changes to doctrine, training, leader development, organization, materiel acquisition strategies, and soldier systems, the Army is taking a holistic approach to its Transformation. The result will be a different Army, not just a modernized version of the current Army.

Readiness remains our constant imperative. Therefore, Transformation consists of three interrelated elements – the Objective Force, SBCTs, and the Current Force. We will develop concepts and technologies for the Objective Force while fielding SBCTs to meet near-term requirements and bridge the operational gap between our heavy and light forces. Simultaneously, we will selectively modernize and recapitalize existing systems in the Current Force to provide enhanced capabilities that will guarantee our readiness throughout the Transformation process.

## **THE OBJECTIVE FORCE**

Built around the FCS, the Army's Objective Force is the future Joint, Interagency, and Multi-national precision maneuver instrument for this nation. Comprised of modular, scalable, flexible organizations for prompt and sustained land operations, it will be more lethal, more agile, and more rapidly deployable.

By focusing much of its investment in science and technology, the Army will create a new family of ground systems called the Future Combat Systems. In the fiscal year 2004 budget alone, we are investing \$1.79 billion in research, development, testing, and evaluation to design and develop Objective Force and enabling technologies – technologies that will take us to the system development and demonstration phase for the Future Combat Systems.

FCS is an integrated system-of-systems that reflects a paradigm shift from *surviving a first round hit* to *avoiding a first round hit*. FCS development includes low-observable stealth technologies, smaller caliber rounds, indirect fires systems and direct fire weapons with greater range and increased lethality, and integrated command and control that provides our forces with a common situational awareness. In May of this year, we are confident that FCS Milestone B will transition the FCS program from

Concept and Technology Development into Systems Development and Demonstration. The Army will begin fielding the Objective Force in this decade with the first FCS combat maneuver force equipped in 2008 – Initial Operating Capability (IOC) for this unit is expected in 2010.

The Comanche Helicopter is the centerpiece of the Aviation Modernization Plan and will be the first new system to reach IOC within the Army's Objective Force. The Comanche will correct the Army's most critical battlefield deficiency – aerial armed reconnaissance – with a capable, survivable, and sustainable aircraft. Continued development of the Comanche Helicopter is projected to provide an initial training capability in December 2006 and IOC by September 2009.

FCS and Comanche are essential to Army Transformation, but Transformation is more than hardware. We cannot truly Transform the Army without transforming the way we do business – from transformation of logistics and acquisition, to personnel and installation transformation. Revolutionizing Army business management practices achieves the best value for taxpayers' dollars; conserves limited resources for investment in People, Readiness, and Transformation; enhances management of personnel systems, installations and contracting; and augments our potential to accelerate the arrival of the Objective Force. Changing the Army is first about changing the way we think, and better business practices represent practical application of common sense initiatives that best serve the Army and our Nation.

We will harmonize our Transformation efforts with our sister services, business and industry, and our science and technology partners to provide the best force possible that will allow us to arrive early to dissuade or deter conflict or, as required, swiftly defeat an adversary. We will be better able to See First, Understand First, Act First, and Finish Decisively.

## **STRYKER BRIGADE COMBAT TEAMS**

Stryker Brigades fill a capabilities gap between our lethal, survivable, but slow-to-deploy heavy forces and our rapidly deployable light forces that lack the protection, lethality, and tactical mobility that we seek. And, they respond to Combatant Commander requirements across the spectrum of military operations and provide the increased operational and tactical flexibility to execute fast-paced, distributed, non-contiguous operations. SBCTs also provide an invaluable means of spearheading Transformation. The SBCT trains junior officers and noncommissioned officers – tomorrow's commanders and command sergeants major – in the tactics, techniques, and procedures that we are developing for employment of the Objective Force. They will help to identify the Soldier-Leader skills required in the Objective Force and assess our current ability to cultivate those skills.

By leveraging platform commonality, enhancing logistics practices and enablers, and reorganizing logistics formations, the SBCT is more deployable and sustainable than our heavy forces, while significantly increasing combat power generating capabilities. Augmented for sustained operations, the SBCT requires 37 percent fewer combat service support personnel than a digitized heavy brigade.

The Army began fielding the first SBCT just 2 ½ years after announcing our intent to field such a force. In the spring of 2003 we will achieve IOC with the first SBCT at Fort Lewis, Washington. IOC for the remaining five SBCTs will occur each year thereafter through 2008.

The transformation of four Active Component brigades to SBCTs provides a rotational base with three of the SBCTs focused on the Pacific theater. One of the two SBCTs fielded at Fort Lewis will be forward-based in Europe not later than 2007. The Stryker Cavalry Regiment will support the XVIII Airborne Corps' critical need for robust, armed reconnaissance.

The conversion of a Reserve Component brigade to an SBCT will enhance our strategic reserve and support the Global War on Terrorism, smaller scale contingencies, and homeland defense missions. SBCT stationing also provides rapid, strategic responsiveness through power projection platforms capable of supporting four critical regions described in the 1-4-2-1 defense construct.

The Army has resourced six SBCTs in concert with the 1-4-2-1 defense construct and national security requirements. However, at this time the Secretary of Defense has only authorized the procurement of the first four brigades pending the Army's plan for potential modifications to Stryker Brigades five and six. We intend to work with the Secretary of Defense and this Congress to assure that all six Stryker Brigades are fielded with the force structure and capabilities they need to possess.

## **THE CURRENT FORCE**

The current force is the force at war today. Through selective modernization and recapitalization, it is the force that will guarantee our Army's near-term warfighting readiness throughout the Transformation process.

Because the Army bypassed a procurement generation during the 1990s, the Army's combat support and combat service support systems now exceed their 20-year expected life cycle, and 75 percent of our critical combat systems exceed their expected half-life cycle. To maintain operational readiness while preserving resources for Transformation, the Army is recapitalizing and selectively modernizing a portion of the current force. The modernization program addresses the critical issue of Active Component and Reserve Component interoperability and serves as a bridge to mesh these two components seamlessly.

In general, The Army *increased* funding for programs that are clearly transformational and support the Defense transformation goals,

*sustained* funding for high-priority systems that will transition to the Objective Force, and *reduced* funding for systems not essential to Army Transformation. The Army remains committed to its 17-system recapitalization program, but we have reduced the prioritized recapitalization program from three-and-one-third divisions to two divisions in order to invest in Transformation.

## **FUNDING TRANSFORMATION**

The Army continues to make the difficult choices necessary to generate resources to fund Transformation while sustaining acceptable risk to current readiness. In the previous three President's Budgets submitted to Congress, the Army terminated or restructured 29 research, development, and acquisition (RDA) programs worth \$12.7 billion. In the 2004 President's Budget, the Army accelerates its efforts to realize the Objective Force this decade by terminating 24 RDA programs and restructuring 24 others to generate \$22.5 billion for Transformation. These cost savings, in concert with Congressional and Office of the Secretary of Defense funding increases, enable the Army to fund our key Transformation priorities – The fielding of six SBCTs, Future Combat System science and technology and system development, and our prioritized modernization and recapitalization program.

## **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 committed to the recapitalization of two divisions in the Counter Attack Corps and Army Aviation modernization and restructuring. Our strategy is to selectively rebuild or upgrade 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/M3 Bradley Fighting Vehicle, AH-64

Apache, UH-60 Black Hawk, and CH-47 Chinook. 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 Transformation further demonstrates The Army's hard choices in balancing risk to resource Transformation. Our interim plan – now in progress – eliminates Vietnam era aircraft from the force, lowers operating and sustainment costs, and postures aviation for arrival of the Objective Force by 2010. Apache modernization is an integral part of the Army Aviation Transformation Plan. The AH-64D Longbow heavy attack team will enhance domination of the maneuver battlespace and provide the ground commander with a versatile, long-range weapon system against a range of fixed and moving targets. The UH-60 Black Hawk continues to be the assault workhorse of Army Aviation, executing over 40 percent of The Army's annual flying hours. We are extending the life of the UH-60 while providing it with capabilities required of the future battlespace. Similarly, The Army is fully committed to the CH-47F Chinook program. Its heavy-lift capability is invaluable to transforming the Army. As we restructure and standardize attack and lift formations across the force, we will also adjust the stationing and alignment of Reserve Component aviation units to mitigate the near-term risk.

## **CONCLUSION**

For nearly 228 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.

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 the fielding of our Objective Force.

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.