RECORD VERSION

STATEMENT BY

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ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS AND TECHNOLOGY)

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INTRODUCTION

Mr. Chairman and distinguished members of the Subcommittee, thank you for this opportunity to report to you on Army Transformation. It is my privilege to represent the Army leadership, the military and civilian members of the Army acquisition workforce, and the Soldiers who rely on us to provide them with world-class weapon systems and equipment so they can successfully accomplish any mission at anytime, anywhere in the world.

This is a time of tremendous change, and we are most grateful for your wisdom, guidance, and strong support. Over the last year, our Army has met the demands of the Global War on Terrorism, with more than 330,000 troops deployed around the world in more than 120 countries. Our Army was instrumental in the defeat of Saddam Hussein and the subsequent liberation of more than 46 million people from oppression and despair. Our Army remains a central and critical participant in Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan. Although these and other operations have stressed the force, our Soldiers have responded magnificently.

We are most grateful, too, for your continued support of our Army's transformation. The goals of Army transformation are to provide relevant and ready forces that are organized, trained, and equipped for full spectrum joint, interagency, and multi-national operations and to support Future Force development. Our Future Force is the operational force the Army continuously seeks to become – a strategically responsive, networked, precision, capabilities-based, maneuver force that is dominant

across the range of military operations envisioned for the future global security environment.

The primary goal of Army transformation is moving from the capabilities of the Current Force into the future with the development of the Future Force. Optimized for strategic versatility, this lighter, more agile force will dominate land operations and greatly expand the options available to the Joint Force. 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. As the Army develops the Future Force, it simultaneously is accelerating select future doctrine, organization, training, materiel, leadership, personnel, and facilities capabilities into our Current Force. This process will be fundamental to our success in enhancing the relevance and readiness of our Army and prosecuting the Global War on Terrorism. Similarly, the operational experience of our Current Force influences the development of Future Force capabilities.

BALANCING CURRENT AND FUTURE READINESS

Balancing risk between current and future readiness remains a critical part of our Army's transformation process and one that requires continual assessment to ensure that plans and programs are aligned with overall requirements. Without question, the issue of current operational readiness is our Army's highest priority. During the last several years, our Army decided to accept a reasonable degree of risk to the readiness of our Current Force to permit investment in capabilities for our Future Force. This risk came in the form of reductions in and limitations to modernization and recapitalization programs. As part of the past four budget

submissions, our Army made difficult choices to cancel and restructure programs, shifting resources to the development of transformational capabilities. Some of these investments have already produced results; for example, the new Stryker Brigade Combat Team (SBCT) formations now being fielded, the first of which is currently deployed on the battlefield in Iraq. Others are helping to develop emerging technologies and capabilities that will be applied to our force throughout the coming decade.

PROGRAMS

Stryker

While at war, the urgency to accelerate the development and fielding of new and enhanced capabilities to our fighting forces in the field has never been greater. The rapid fielding of the Stryker vehicle demonstrates our Army's ability to meet a Combatant Commander's urgent needs.

In 2003, our Army deployed our first SBCT, the 3rd Brigade, 2nd Infantry Division, to Operation Iraqi Freedom, delivering its enhanced capabilities to the Joint Force in record time: four years from broad concept to deployment. Exceptional support from Congress and the Office of the Secretary of Defense (OSD), along with close collaboration between the Army and industry made this achievement possible.

Stryker brigades are our Army's first truly network-centric force, filling the capability gap between light- and heavy-force units with an infantry-rich, mobile force that is strategically responsive, tactically agile, and lethal. Improved battlespace awareness and battle-command technologies embedded in our SBCTs enhance combat effectiveness and survivability by integrating data from manned and unmanned air and ground-base sensors and providing real-time, continuous situational understanding.

This spring, our second SBCT at Fort Lewis, Washington, will become operational. Our third SBCT, in Alaska, will be available in 2005. Continued support from Congress and OSD will ensure that subsequent brigades in Hawaii, Louisiana, and Pennsylvania are fielded between 2004 and 2008.

Army Aviation Modernization

A comprehensive review of Army programs has led to several strategic decisions regarding Army aviation. Because of lessons learned and experiences gained by the Army's recent two-and-a-half years of combat in the Global War on Terrorism, as well as the operational environments envisioned in the foreseeable future, it is clear that the Army must provide the most effective survivability enhancements to our rotary and fixed-wing aircraft as soon as possible. We must upgrade, modernize, and rebuild our attack, utility, and cargo helicopter fleets, and replace our light observation and scout/attack helicopters as rapidly as possible.

With the termination of the Comanche RAH-66 helicopter program and the resources for 121 Comanche aircraft reallocated (through Fiscal Year 2011), our plans are to restructure and revitalize Army aviation to meet current and future needs. The Army plans to accelerate air crew protection and Aircraft Survivability Equipment (ASE) fielding initiatives to meet the evolving threat and provide every aircraft with the best possible equipment; modernize 1,400 aircraft to extend aviation capabilities beyond 2020; acquire nearly 800 new aircraft to build modular Active and Reserve Component aviation formations; accelerate the Unmanned Aerial Vehicle program to extend battlefield awareness and strengthen manned-unmanned teaming; transform Reserve and National Guard aviation; and leverage the technology base and knowledge gained through the Comanche program for new Joint aviation initiatives. The net result of this

reallocation will be the new procurement, upgrade, recapitalization, or modernization of more than 70% of the rotary winged fleet.

Unmanned Aerial Vehicles (UAVs)

The Army is the first service to successfully pass initial operational test and evaluation with a UAV system. That system, the Shadow Tactical UAV, went from program initiation to a full-rate production decision in just 33 months. We now have four systems superbly supporting ground forces in Operation Iraqi Freedom that have flown more than 4,000 mission hours in theater. Twelve systems are fielded with eight to operational units and four to the training base and an additional 12 will be fielded in Fiscal Year 2004. Ground commanders consider these essential for their Brigade Combat Teams to provide on-call and responsive surveillance, force protection, and reconnaissance. Hunter is our interim extended-range/multi-purpose UAV that supports the Division/Corps. Finally, Raven is a small UAV that weighs just four pounds and is easily transportable in a HMMWV. It currently supports ground forces in Operation Enduring Freedom where terrain considerations and small unit needs dictate this type of responsive lightweight small UAV. The Army is procuring 185 of these systems in Fiscal Year 2004 and equipping small units in Iraq and Afghanistan over the next several months - an excellent example of responsive acquisition and rapid equipping.

PATRIOT/MEADS

PATRIOT is the only fielded U.S. system capable of defeating Tactical Ballistic Missiles (TBMs). The Army strongly supports continued fielding of the PATRIOT Advanced Capability-3 upgrade to our Soldiers. The Medium Extended Air Defense System (MEADS) is a cooperative program with Germany and Italy and is a ground-based terminal defense program. MEADS is intended to be a highly mobile, tactically deployable system to protect the maneuver force from short and medium range ballistic missiles, cruise missiles, and other air breathing threats.

Beginning in Fiscal Year 2004, the PATRIOT and MEADS programs were combined to efficiently utilize the resources available to both programs.

Munitions

A key block in the foundation of our Army's capability is the mix of munitions needed to provide overmatch and dominant land operations against hostile forces. From bullets to grenades, artillery rounds to missiles, from precision point target to area suppression, our charge is to provide a mix of munitions across Army, Joint, and International Forces that address training needs, the multiple targets and the myriad of environmental conditions faced by our soldiers. The Army is the Single Manager for Conventional Ammunition across the services and has numerous Joint and International munitions programs (Joint Common Missile, Excalibur, Guided Multiple Launch Rocket System) in development. Managing the health of current stockpiles while planning for their replacement is essential for the success of Current and Future Forces.

3rd Armored Cavalry Regiment Modernization (3ACR)

The Army will continue recapitalization and upgrade of the Abrams Main Battle Tank and the Bradley Fighting Vehicle in support of 3ACR modernization. This effort will provide 3ACR with an embedded digital capability commensurate to the 1st Cavalry Division and 4th Infantry Division with fielding projected for Fiscal Year 2006.

Future Capabilities

Our Army plans to field a number of systems this decade that will provide a foundation for the transformation of our Current Force capabilities into those needed by our Future Force. Once fielded, these systems will perform as an interdependent system of systems that will significantly enhance Joint warfighting capabilities. The following are some of the key transformational systems that our Army will begin to field during the next six years.

The Network

The situational dominance of our Future Force will depend upon a comprehensive, ever-present, and Joint-interoperable Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) architecture that will enable the Joint Force Commander to conduct fully interdependent and network-centric warfare. This Network will provide the backbone of our Future Force and the future Joint Force, enabling the maneuver commander to effectively coordinate battlefield effects. Some of the more important systems within the Network include the following:

- Warfighter Information Network – Tactical (WIN-T). WIN-T will be the communications network of our Future Force, optimized for offensive and joint operations, while providing the Combatant Commander the capability to perform multiple missions simultaneously.
- Joint Tactical Radio System (JTRS). JTRS is a family of common, software-defined programmable radios that will become our Army's primary tactical radio for mobile communications.
- Distributed Common Ground System – Army (DCGS-A). DCGS-A is the Army component of the future Department of Defense (DoD) integrated, ground-based, ISR processing architecture composed of common hardware and software components enabling Joint, net-centric operations.
- Aerial Common Sensor (ACS). This ISR system and platform will use robust sensor-to-shooter and links (such as DCGS-A ground stations) to provide Commanders at every echelon the tailored, multi-sensor intelligence required for Joint operations.

Future Combat Systems

The materiel core of our Future Force's maneuver Unit of Action (UA) is the Future Combat Systems (FCS), comprised of a C4ISR network and 18 manned and unmanned systems that are centered around the Soldier. FCS will provide our Soldiers greatly enhanced situational awareness, enabling them to see first, understand first, act first, and finish decisively. FCS will operate as a system of systems that will network existing systems, systems already under development, and next systems to be developed to meet the needs of the FCS-equipped UA. The network will enable improved intelligence, surveillance, and reconnaissance (ISR), enhanced analytical tools, Joint exchange of blue and red force tracking down to the tactical level, battle command, real time sensor-shooter linkages, and increased synergy between echelons and within small units. FCS will be capable of generating networked lethal and non-lethal effects that achieve overmatch integrated with other Army, Joint, national, and multi-national assets to bring those capabilities to the small unit level. In May 2003, FCS moved on schedule into the Systems Development and Demonstration phase. Our Army is aggressively managing our FCS development effort and intends to achieve Initial Operational Capability by the end of the decade.

Army Science And Technology

The Army Science and Technology (S&T) Program provides our Army superiority in both human and materiel systems arenas – preventing technological surprise. The Army S&T program retains a dynamic portfolio of investments that are responsive to warfighter needs today and into the future. The priority for Army S&T is to pursue paradigm-shifting technologies that can alter the nature of the military competition to our advantage in the future and, where feasible, to exploit opportunities to accelerate the transition of proven technology to our Current Force.

The Army S&T program exploits technology developments from the other services, defense agencies and commercial industry as well as

international communities. The S&T program focuses on technology relevant to our Army and Joint capabilities. It synchronizes operational concepts development and acquisition programs through transformational business practices that speed technology fielding to the Soldier. The Army's S&T program is balanced to satisfy the high payoff needs of the Future Force while seeking rapid transitions for critical capabilities to our Current Force.

Accelerated Acquisition And Fielding

We have adapted and continue to improve our acquisition and fielding processes. In 2002, as Soldiers reported equipment shortages in Afghanistan and elsewhere, we implemented the Rapid Fielding Initiative (RFI) to ensure that all of our troops deploy with the latest available equipment. Equipment fielding schedules were revised to support unit rotation plans, and procurement and fielding cycles were radically compressed.

In coordination with field commanders and our Soldiers, a list of more than 40 mission-essential items, including the Advanced Combat Helmet, close-combat optics, Global Positioning System receivers, Soldier intercoms and hydration systems, was identified for rapid fielding. Laying the foundation for acquisition transformation, RFI already has equipped nine Brigade Combat Teams (BCTs). In FY04, RFI will upgrade a minimum of 11 BCTs and six enhanced Separate Brigades serving in Iraq and Afghanistan. Additionally, we are accelerating fielding of select future capabilities to our Current Force. These items include thermal weapon sights, enhanced night vision goggles, Interceptor Body Armor, the Future Combat Rifle, and a new sniper rifle. It is the strong support of Congress that enables our Army to put this improved equipment in the hands of our Soldiers.

Support from Congress has also enabled our Army to institute a Rapid Equipping Force (REF) initiative to work directly with operational

commanders and find solutions to operational requirements. These solutions may be off-the-shelf or near-term developmental items that can be made available quickly. For example, REF established a coordinated effort to supply our forces with immediate solutions to counter Improvised Explosive Device (IED) threats. Currently, IED teams are on location providing expertise and materiel solutions to safeguard our Soldiers. We are acting aggressively to improve the armor protection of our armored and light-skinned vehicles. Other examples of REF products are the Well-Cam and PackBots. The Well-Cam is a camera, attached to an Ethernet cable and a laptop, that enables Soldiers in theater to search wells for weapons caches. PackBots are operational robots used to clear caves, buildings, and compounds so Soldiers are not put in harm's way unnecessarily.

RFI and REF provide timely support to our relevant and ready forces and to Combatant Commanders, and facilitate Army transformation.

Chemical Demilitarization

The United States remains the world's leader in safely destroying stockpiled chemical weapons covered by the Chemical Weapons Convention. Late last year, we completed a significant task with the closing of the chemical weapons destruction facility at Johnston Atoll in the Pacific. Over the last decade, we successfully destroyed 4 million pounds of nerve and blister agents configured in more than 412,000 individual items without any serious workplace incidents or releases to the environment. Today, we continue to destroy these aging, outdated weapons at three additional stockpile sites: Tooele, Utah, Anniston, Alabama, and Aberdeen, Maryland. The Anniston incineration facility just came on line in August of last year, and it has already successfully and safely destroyed more than 19,000 individual munitions. We are implementing state-of-the-art destruction technologies at each site, and we are proud of our record in maintaining the highest caliber of workplace

safety and environmental protection as we continue with our mission at these sites.

Within this calendar year, we will have three more operational facilities, one each in Umatilla, Oregon, Pine Bluff, Arkansas, and Newport, Indiana. This means that by the end of the year, the chemical demilitarization program will have six operational facilities located across four time zones. We will have four incinerators and two neutralization plants operating, and thousands of employees working around the clock, to eliminate the risks posed to the communities by the continued storage of these weapons.

In addition, the non-stockpile program has made significant progress in destroying recovered chemical weapons that are not part of the national stockpile. In fact, the non-stockpile program recently announced that it has destroyed more than 80% of the former production facilities, all of the class III items and is making significant progress against other non-stockpile materiel. The program has designed and implemented new transportable technologies that allow the Army to analyze recovered munitions without opening or disturbing them, as well as transportable treatment systems that allow on-site destruction of chemical agent, eliminating the need to transport agent-filled weapons to another facility. These new technologies greatly enhance the Army's ability to respond to new discoveries of chemical munitions.

Our challenge this year is to ensure that we maintain vigilance in protecting worker and community safety, and that we protect the environment at each stockpile and non-stockpile site. This challenge will be unprecedented, given the scope of activities that will be ongoing each day for the next few years at sites across the country, but I am confident that our program team will meet these challenges as they have every day since this program began.

The U.S. Army is the only organization in the world that has successfully destroyed so many, and such a variety of, chemical weapons,

and has demonstrated that it can do so safely. We intend to continue to lead the world in the development and use of state-of-the-art technologies to eliminate the threats posed by chemical weapons.

COALITION PROVISIONAL AUTHORITY

On May 21, 2003, the Deputy Secretary of Defense designated the Secretary of the Army as the Executive Agent for the Office of Reconstruction and Humanitarian Assistance, later to become the Coalition Provisional Authority (CPA) in Iraq. On January 14, 2004, the Deputy Secretary of Defense further assigned responsibility for Acquisition and Program Management Support for CPA to the Secretary of the Army. The Army is the lead Service, helping the Iraqi people build a stable and democratic country.

Contracting Support

The Army, as Executive Agent, provides contracting and program management support both in Iraq and in the United States. We are charged with procuring all non-construction items and services to meet the humanitarian needs – the basic needs – of the Iraqi people as well as the economic reconstruction and repair of Iraq's infrastructure. To date in total, more than 1,500 contracts valued at more than $9.7 billion have been awarded. Of that total, more than 1,300 contracts totaling $1.3 billion have been awarded by our contracting office in Iraq. These contracts were awarded for the repair and renovation of schools, banks, railway stations, clinics, mosques, and water treatment plants. These contracts were awarded to provide police and fire fighters with uniforms and equipment; hospitals with badly needed supplies; electrical power system equipment; rescue equipment; and buses. In addition, our contract awards are helping to build playgrounds, youth centers, emergency housing, and roads, sewer, and irrigation systems.

Again, of the overall total of over $9.7 billion, contracts awarded within the United States total $2.5 billion for more than 200 contracts for

restoring Iraqi Oil; shutting down and repairing oil wells; fire fighting; explosive ordnance demolition; restoring Iraqi electricity; radio installation throughout Iraq; laptops; and emergency medical personnel in each of Iraq's 18 governorates**.**

On January 6, 2004, the Army released seven design/build construction solicitations. Proposals were received in February and are under evaluation. These seven solicitations will result in 10 contracts in support of electrical, public works and water, water resources, transportation, communications, and security projects. Contracts will be awarded using best value evaluation methodology based on technical, management, past performance, and cost factors.

Program Management Office

Led by Admiral (Retired) David Nash, the Program Management Office (PMO) for rebuilding Iraq is located in Baghdad with a support office located in the Pentagon. As the requirement focal point for all Iraqi reconstruction contracting, the PMO is responsible for oversight and implementation of the $18.4 billion appropriated by the U.S. Congress to support the reconstruction of Iraq's infrastructure. The construction sectors are oil, electricity, public works and water, security and justice, transportation and communications, and buildings, education, and health.

Overall, $12.6 billion will be spent towards actual construction over the next few years, and $5.8 billion will be spent on providing equipment, supplies and material to help support the construction. Computers are needed to monitor and control electrical and water systems; vehicles are needed to transport materials or to support system maintenance; uniforms and supplies are needed to support the police and civil defense corps; and supplies are needed to support schools.

PEOPLE

The Army Acquisition Corps (AAC) is dedicated to supporting the warfighter with world-class capabilities. We provide professional development and unsurpassed education, training and acquisition experiences to our acquisition, logistics and technology workforce that will support the fight, improve the force, and build the future.

With over a decade of downsizing activities and the anticipated retirements of 25% (eligible to retire based on 55 years of age and 10 years of service) or more of Army acquisition workforce personnel in the next five to 10 years, Human Capital Strategic Planning for the Army Acquisition, Logistics and Technology Workforce is critical in order to proactively plan for the future acquisition workforce. Loss or diminishment of this highly skilled acquisition workforce will seriously impact warfighting capability and readiness unless dramatic steps are taken. The Army is using its human capital strategic planning process to define the current acquisition workforce, the required future acquisition workforce, and identify the actions that we need to take to make sure we have the right acquisition professionals where and when we need them in the future. Such planning will allow us to look at how many people we need with various technical skills and allow the leadership to prioritize needs based on our fiscal constraints. We have implemented process improvements that enhance productivity and facilitate transformation efforts and we continue to pursue acquisition excellence to make further productivity gains.

The Army acquisition community has partnered with DoD to develop aggressive marketing and recruiting strategies to attract and retain private sector talent to replace retiring workforce personnel and reinvigorate the current acquisition workforce to ensure that vital defense systems are developed and maintained. Within the Army, senior leaders have been given the authority to approve recruitment bonuses, relocation expenses, and retention allowances; authority to approve repayment of

student loans; authority to approve advanced-in-hire rates; and authority to direct hire for certain civilian occupational series/grades. These authorities should assist Army supervisors/managers in addressing the potential talent loss. In addition, we are hiring recent college graduates, as well as qualified retired members of the armed forces in an effort to solve this situation.

The Army's Acquisition, Logistics and Technology workforce is a critical resource that requires unique education, training, and experience in order to perform vital acquisition functions. Acquisition personnel perform highly technical and specialized work in areas such as engineering, contracting, and logistics -- skills essential for ultimate success on the battlefield.

The AAC is launching its own transformation effort after 13 years of initial development and acquisition mission execution. Transformation of the AAC is embedded within the Army's transformation in order to enable the AAC to conduct its mission. The AAC will align and horizontally integrate its transformation with the overall Army Campaign Plan; establish an Army acquisition core capability that develops, tests, fields, buys, inserts, and supports materiel and service solutions across full spectrum military operations, from all out war to defense of the homeland. Additionally, the AAC will develop flexible acquisition officers and civilian leaders that possess a diverse and well-rounded background in the supporting functions and phases of acquisition who are prepared to lead any complex, multi-functional acquisition command, agency, organization, or team.

The acquisition workforce is responding with great enthusiasm to our ongoing overseas operations. Currently, there are more than 680 individuals from our Program Executive Offices who valiantly serve our nation in Southwest Asia. Of that number, roughly 300 members of the acquisition workforce – military, civilian, and contractors – are serving in Iraq.

PRODUCTION

The industrial base has responded magnificently to meet urgent needs in our ongoing operations in Iraq and Afghanistan. Providing body armor for our Soldiers has been a great illustration of government challenging industry and industry responding superbly. Over the past year, industrial capacity for individual body armor has expanded 14-fold. From the production of raw materials through the industrial process to the fielding to Soldiers, industry has stepped-up unwaveringly to the challenge, giving our Soldiers life saving, bullet-stopping capability for the first time on the battlefield.

The other exceptional example of industrial response has been in adding armor to our tactical vehicles. As with body armor, we learned that the threat to rear echelon and patrolling Soldiers was potentially lethal. We immediately began ramping up production of the more heavily armored HMMWVs and adding armor to the fielded vehicles. Our arsenals and depots have been key in our ability to respond to this threat. With two steel mills in Ohio producing armor steel plates and the Army's arsenals and depots making kits, we expect to have all HMMWVs in country improved with better plate steel armor protection by the end of July. This response by the industrial base workforce is truly remarkable.

RFI, as mentioned previously, is another excellent example of industry's commitment to the Soldier at war. In Iraq, we see the enemy evolving in its response to our efforts to maintain peace. The enemy is becoming more sophisticated in its attacks. Beginning with truck bombs and suicide bombers, we now see remotely controlled mines and well planned assaults. Industry is playing a key role here in the rapid fielding of countermeasures to keep up—and keep ahead of a very determined enemy. Because of RFI, we equip Soldiers wherever and whenever necessary, providing improved force protection, mobility, situational awareness, and lethality.

Over the last three years, we have tripled the output of small caliber ammunition. We boosted production from 350,000 rounds per year to 1.2 billion rounds, almost all of it coming from the government-owned, contractor-operated plant in Missouri, the Lake City Army Ammunition Plant. We recently awarded contracts to Olin Corporation and to Israeli Military Industries, and we plan to expand the production capacity at Lake City. The increased consumption of ammunition, is a result of the Army's decision to better train all Soldiers in marksmanship. Industry's response has once again been exceptional.

The health of the defense industrial base is key to the Army's ability to continue to provide innovative technology and technologically excellent systems and equipment. Production is primarily dependent on the privately-owned network of prime contractors and subcontractors. The Army also retains a small number of arsenals and ammunition plants.

In the future, the weapon systems and equipment that we buy must respond to the evolving threats. We, along with our industry partners, must be agile enough to anticipate requirements and expedite contracting and fielding. In addition, we must take advantage of lessons learned and adjust the entire process to correct mistakes or materiel weaknesses.

CONCLUSION

The real winner in our successful acquisition and sustainment of weapon systems and equipment is the Soldier. We serve the Soldier. The most technologically advanced platforms are useless without the intellect, dedication, and remarkable sense of duty of the American Soldier. The Soldier remains the centerpiece of our combat systems and formations and is indispensable to the Joint Team. Adaptive, confident, and competent Soldiers, infused with the Army's values and warrior culture, fight wars and win the peace. 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 Future Force.