

RECORD VERSION

**STATEMENT BY
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Introduction

America’s Army stands ready today to deploy, fight, and win our Nation’s wars. The Army has made great progress in recent years, recovering from depleted levels of readiness following extended periods of sustained conflict and reduced defense spending. Our near-peer competitors, however, capitalized on this period to advance their own positions by modernizing their militaries and reducing the overmatch we held for decades. Aligned with the National Defense Strategy (NDS), the Army is pursuing a path to ensure we stay ahead of our competitors and remain ready and lethal into the future.

The Army’s *Vision* and *Strategy* outline the force needed to prevail over the threats of the future, along with the plan for building that Army. To accomplish this, the Army’s efforts are focused on three priority areas: building readiness for high-intensity conflict against strategic competitors; modernizing our doctrine, equipment, and formations to conduct multi-domain operations; and reforming our personnel system, business processes, and fiscal management to ensure our resources are put towards the highest priority activities. Additionally, the Army will continue to take care of its people, live the Army Values, and strengthen our alliances and partnerships to sustain long-term success in wartime and peace.

We are grateful to Congress for the strong and timely support provided to the Army in the Fiscal Year 2019 (FY19) appropriations. Receiving this funding on time reduced risk to short term readiness and allowed us to make significant investments towards our six modernization priorities. In order to achieve the defense objectives in

the NDS and meet our goals as outlined in the *Army Vision*, we must receive predictable, adequate, sustained, and timely funding in the future. The Army's total FY20 budget request is \$182.3B, consisting of \$150.7B for base requirements and \$31.6B for Overseas Contingency Operations requirements. This request provides the resources the Army needs to build readiness, while modernizing for the future.

Strategic Environment

The Army faces a global security environment that continually grows more competitive and volatile. The challenges are many: the reemergence of great power competition; a resilient but weakening post-World War II order; accelerating technological advancements empowering state and non-state actors; and persistent threats to the Homeland. The Army must be ready now, and in the future, to confront this challenging strategic environment. We must have an Army prepared for high-intensity conflict, modernized to extend overmatch against near-peer adversaries, and trained to fight as part of the Joint Force alongside our allies and partners, all while sustaining our ability to conduct irregular warfare.

The modern battlefield encompasses all domains – air, land, sea, space, and cyber-space – and is increasing in geographic scale. Near-peer competitors, like China and Russia, are aggressively pursuing modernization programs to erode American overmatch. They have developed sophisticated anti-access and area denial (A2/AD) systems, fires, cyber, electronic warfare, and space-based capabilities that generate layers of stand-off to disrupt the deployment of military forces, deny the build-up of combat power, and separate Joint Force capabilities in time and space. These capabilities may embolden more aggressive behavior in the conventional realm. China's military modernization program aims to transform the People's Liberation Army into a modern, mechanized, Information Age force in the next one to two decades and a world-class military capable of strategic force projection and warfighting by mid-century. Their military strategy seeks to protect Chinese interests outside of Asia and into Europe, the Middle East, and Africa. Furthermore, Russia is likely to threaten our interests for the next 20 years as they attempt to regain control of historic spheres of influence and shape European economic and security structures in their favor. Although we may not face China and Russia directly, we are likely to face their systems and methods of warfare as they proliferate military capabilities to others.

Regional state adversaries, namely North Korea and Iran, also present significant challenges as they pursue advanced capabilities and weapons of mass destruction to gain regional influence and ensure regime survival. Additionally, transnational terrorist organizations continue to pose a threat to our Homeland and our interests, as well as

our allies and partners. The Army must be prepared to defeat and deter highly capable adversaries while disrupting violent extremists and simultaneously defending the Homeland.

Today, the Army contributes to our Nation's efforts to counter these challenges by providing Combatant Commanders over 179,000 Soldiers in more than 140 countries, including 110,000 Soldiers deployed on a rotational basis. This includes over 30,000 Soldiers supporting operations in the Middle East and Afghanistan; 8,000 Soldiers supporting NATO operations and the European Deterrence Initiative; and over 17,000 Soldiers providing a forward American presence on the Korean Peninsula. Additionally, Army forces remain prepared to respond to other contingency requirements, both abroad and at home. Concurrently, the Army is investing in the research and development of the next generation of weapons and equipment needed to stay ahead of our adversaries. Through a disciplined prioritization of resources, the Army will remain postured to defend the Nation in an increasingly dangerous world.

Readiness

America's Army stands ready today to defeat any adversary that threatens our Nation and our national interests. We have made great progress in rebuilding warfighting readiness, which remains the Army's number one priority as we increase lethality to prepare for the future. Ready forces must be organized, trained, and equipped for prompt and sustained ground combat. This ensures the Army can deploy, fight, and win decisively in high-intensity conflict against any adversary, anytime, and anywhere. Over the past year, the Army balanced our force structure, increased manning in combat units, filled equipment shortfalls, and improved deployability to build readiness across the force. From September 2016 to December 2018, we increased the number of ready Brigade Combat Teams from 18 to 28, and more broadly, increased readiness across all Army units by nearly 11%. We achieved these readiness gains despite sustained operational demand for Army units. Our FY20 budget request sustains this momentum, so the Army can achieve our readiness objectives by 2022.

The Army has implemented several readiness initiatives to reorganize for high-intensity conflict against near-peer competitors. We are increasing combat readiness by working to fill our operational units to 100 percent of authorized strength this year and 105 percent of strength by the end of 2020. Furthermore, we reduced the non-deployable rates of Soldiers from 15 percent in 2015 to six percent today. We anticipate achieving our goal of five percent non-deployable Soldiers by the end of this year. This equates to thousands more Soldiers ready to deploy in support of global

contingency operations. We also rebalanced our force structure to increase lethality by initiating the conversion of two Infantry Brigade Combat Teams to Armored Brigade Combat Teams, our most potent battlefield formation. Furthermore, we plan to modestly grow the Regular Army to 480,000 with associated growth in the Army National Guard and the Army Reserve in 2020. This growth will allow the Army to fill critical gaps in the near term in cyber, air and missile defense, and fires while we develop the necessary force structure and end strength needed to execute Multi-Domain Operations.

Another critical element of readiness is training. We overhauled Army basic training to develop more lethal, disciplined, and resilient Soldiers. This includes extending Infantry One Station Unit Training from 14 weeks to 22 weeks. Initial reports show a significant reduction in attrition and injuries with significant improvements in physical fitness, land navigation, and marksmanship skills based on the additional training time and a reduced Drill Sergeant to trainee ratio. Other branches may see similar adjustments through FY24.

Army collective training focuses on high-intensity conflict, with an emphasis on operating in complex terrain, electronically degraded environments, and under constant surveillance. Training is tough, realistic, iterative, and task focused. We eliminated or reduced over 85 individual training requirements to unburden commanders and allow them to focus on training their units. In the Army National Guard and the Army Reserve, we increased the training days for select units to increase the pool of reserve component units available to support operational requirements. Additionally, we maximized capacity at our combat training centers to meet Army force readiness requirements. The Army will execute 26 Decisive Action Training Environment rotations for Brigade Combat Teams and six other mission specific rotations for a total of 32 combat training center rotations in FY19. Moreover, we continue to develop a Synthetic Training Environment which will integrate live, virtual, constructive, and game-based training environments into a single platform to increase home station training repetitions and enhance training realism in a variety of scenarios and locations.

We also approved the new Army Combat Fitness Test (ACFT) to fundamentally improve our fitness culture, reduce injuries, increase deployability, and increase the probability that a Soldier survives on the battlefield of the future. We have focused our fitness standards on the skills needed to fight in sustained close combat where physical toughness and endurance will be pushed to the extremes of human capacity. We began field-testing the ACFT in 2018 with 63 units across the Total Army and will begin full implementation this year. By the end of FY20, the ACFT will be the fitness test of record for all Soldiers.

Increasing readiness is also about improving our equipment. To this end, Army Materiel Command increased the spare parts inventory and ammunition stockpiles. The Army also redistributed equipment to Focused Readiness Units, which remain at higher readiness levels to support global response. Furthermore, we are making progress towards achieving ground and aviation equipment readiness goals Army-wide.

To further improve equipment readiness and enhance our power projection capabilities, the Army uses prepositioned stocks to quickly execute operational plans and conduct contingency operations. We budgeted \$1.7B in FY19 and FY20 to improve the readiness of Army Prepositioned Stocks. Additionally, we initiated a Configured-for-Combat effort to equip Army Prepositioned Stocks with combat enablers such as communications, modernized weapons, and counter-measure systems in order to speed our ability to build combat power. This reduces the time it takes to build combat power by weeks and significantly reduces the amount of strategic airlift previously required to deploy early entry Army forces. Follow-on forces will continue to rely on modern and ready strategic lift assets, especially sealift, to deliver ready and lethal ground forces in support of the Joint Force. We must continue to invest in robust power projection platforms and strategic lift capabilities to ensure we can rapidly deploy and operate anywhere in the world.

Through these readiness initiatives, the Army is getting stronger by the month in manning, training, and equipping the force. With Congressional support, our FY20 budget will allow us to continue to increase readiness and build lethality.

Modernization

While we continue to build readiness, the Army must also prepare for the future. This includes modernizing our doctrine, equipment, processes, and organizational structures to extend our overmatch against any competitor on any battlefield. Guiding our modernization effort is our Multi-Domain Operations concept, which identifies the threats and challenges we will face in the future. Great power competitors like China are developing capabilities to create standoff intended to frustrate our ability to build combat power and maneuver at will. To counter this, the Army will need to integrate our capabilities with the Air Force, Navy, and Marines even more in the future. The Army's new Multi-Domain Operations concept describes how we will synchronize our capabilities across all domains in support of the Joint Force.

The Army is using the Multi-Domain Operations concept to inform future force development through numerous iterations of experimentation and analysis, including field experimentation with Multi-Domain Task Force pilots in the Indo-Pacific region and Europe. Our future success depends on modernized equipment, evolving doctrine, and the organizations essential to ensure overmatch against our competitors. These elements will work in concert to increase our combat capabilities across all domains.

As a major step towards developing the capabilities needed for Multi-Domain Operations, we reorganized our entire modernization enterprise for greater speed and efficiency. Last year, the Army made its most significant organizational change in over 40 years by establishing the Army Futures Command (AFC). We stood up AFC in the innovation hub of Austin, Texas with a focus on providing unity of command and unity of effort for the modernization enterprise. For the first time, one commander is driving concept development, requirements determination, organizational design, science and technology research, and solution development. We located AFC outside of a traditional Army installation to increase their accessibility and ability to collaborate with industry and academia. Through these partnerships, AFC will identify and deliver new capabilities with greater speed and more efficient use of our resources.

To guide AFC, the Army established a clear set of modernization priorities that emphasize rapid maneuver, overwhelming fires, tactical innovation, and mission command. Our six modernization priorities will not change, and they underscore the Army's commitment to innovate for the future. We have one simple focus – to make Soldiers and units more capable and lethal. Over the last year, we identified \$16.1B in legacy equipment programs that we could reinvest towards 31 signature systems that are critical to realizing Multi-Domain Operations and are aligned with these priorities. The six Army modernization priorities are:

- Long Range Precision Fires – We will improve the range and lethality of cannon artillery and increase missile capabilities to ensure overmatch at each echelon. Army artillery weapons, including Extended Range Cannon Artillery and the Precision Strike Missile, will neutralize and dis-integrate adversary A2/AD networks, from extended ranges, to create windows of opportunity for the Joint Force to exploit. The Extended Range Cannon Artillery is on schedule for delivery in FY23. It will protect and support maneuver forces in the close and deep operational maneuver areas with an extended range out to 70km and increased 6-10 rounds/minute volume of fire. The Army has requested \$1.31B for Long Range Precision Fires in the FY20 President's Budget to accelerate prototyping and initial fielding.

- Next Generation of Combat Vehicles – The Army will modernize the next generation of combat vehicles through technology development, experimentation, and prototyping to ensure overmatch against near-peer competitors. These vehicles will employ greater firepower, mobility, and protection to successfully maneuver on more lethal battlefields. They will have manned and unmanned variants for combined arms maneuver, and be built with future growth in mind. The first prototype will arrive in FY21 to accelerate experimentation and initial fielding. We requested \$2.0B in the FY20 President’s Budget to deliver an initial capability.
- Future Vertical Lift – We will increase our competitive aviation advantage with next generation aircraft to penetrate contested airspace and support independent maneuver from greater distances through extended range, endurance, and lifting capacity. The most important FVL investments at the moment are the Army’s development of the Future Armed Reconnaissance Aircraft, designed to address the gap left by retirement of the Kiowa, and the Future Long Range Assault Aircraft. An additional investment includes integrating unmanned aerial systems, which we will prototype in FY24, for manned/unmanned teaming and improved lethality, situational awareness, and survivability. Over \$797.2M is included in the FY20 President’s Budget to develop initial designs and unmanned demonstration systems.
- Army Network – The Army Network supports mission command and the continuous integration of combined arms and Joint capabilities. We will deliver a resilient and secure tactical communications network effective in the most challenging contested and congested electromagnetic spectrum and cyber environments. This network includes advanced information technology, hardware and software, and a reduced electromagnetic signature. We have allocated \$2.28B in the FY20 budget to build our integrated tactical network as part of our network restructuring.
- Air and Missile Defense – Advanced air and missile defense will protect our forces from adversary aircraft, missiles, and drones to enable joint operations. This includes both theater systems and short-range air defense, like the Mobile Short-Range Air Defense with directed energy technologies. The FY20 budget includes \$1.4B to rapidly deliver an initial capability by FY22.
- Soldier Lethality – We will equip and train Soldiers to extend overmatch through increased lethality, mobility, and survivability against emerging threats. This includes improved weapons, sensors, body armor, and training. The FY20 budget includes \$1.18B for prototyping, development, and procurement of the Next Generation Squad Automatic Weapon and Squad Rifle, Enhanced Night Vision Goggles, Integrated Visual Augmentation System (HUD 3.0), and Synthetic Training Environment.

Eight Cross Functional Teams (CFTs), aligned under AFC, lead the development of these modernization priorities. The CFTs streamline Army acquisition processes to

reduce the requirements process, shorten acquisition time, and, by engaging Soldiers early in development, ensure fielded systems are affordable and meet warfighter needs. This approach demonstrates our commitment to good stewardship of taxpayer dollars. In addition to this organizational realignment, we updated acquisition policies. Our new intellectual property policy will encourage private industry to work with our CFTs to develop innovative solutions to maintain technological overmatch.

The Army is taking a holistic approach to modernization so we can achieve multi-domain dominance by 2028. Next generation equipment, combined with modern doctrine and formations, will allow the Army to maintain overmatch on future battlefields.

Reform

Over the past year, the Army aggressively pursued reforms to free up time, money, and manpower for our highest priorities and to empower subordinate commanders to make more effective and timely decisions. In addition to our detailed program review process, we are executing the Army Reform Initiative, instituting fiscal discipline, scrutinizing contract management and contract services, and working towards financial auditability. Through these reform efforts, we realigned over \$30B across the Future Years Defense Program (FYDP) for higher priority programs to build readiness and increase lethality.

In our most significant reform effort, Army Senior Leaders conducted a detailed review of Army equipping programs for the FY19 and FY20 budgets. Through this in-depth, time intensive process, we eliminated, reduced, or consolidated nearly 200 legacy programs to reallocate funding towards our modernization priorities. While each of these programs had value, we must continue to make hard choices to ensure we spend each dollar wisely and remain aligned with Army priorities.

Through the Army Reform Initiative, we garnered over 700 ideas to eliminate, delegate, consolidate, or streamline Army policies, programs and practices. Inputs included work efficiencies, business process improvements, and structural realignments. For example, through our installation management reform effort, we are realigning Installation Management Command under Army Materiel Command and consolidating staff functions to garner personnel savings and improve efficiency. This integration of sustainment and installation functions provides the ability to prioritize resources on key requirements for both combat readiness and Soldier and family support. Additionally we have an ongoing headquarters reduction effort across multiple levels of command. The goal of the Army Reform Initiative is to eliminate redundancy

and delegate authorities and resources to the lowest appropriate level of command. This allows for rapid actions and decisions while simultaneously saving resources for higher priorities.

To improve fiscal discipline, we implemented the Command Accountability & Execution Review (CAER) to optimize the purchasing power of the Army's operating budget. This Army-wide program educates Army leaders on fiscal stewardship, updates policies to increase purchasing power, and creates a scorecard of key performance indicators to measure progress. While still early, CAER has generated a marked improvement in the efficient execution of the Army's budget for FY18 and we anticipate greater success in FY19.

In 2018, contract management and contract services reform saved the Army \$1.6B across the FYDP by eliminating contract redundancies, improving contract competition processes, and using data analytics for contracting decisions. We continue to implement category management and increased emphasis on the use of strategic sourcing contracts to improve management of services acquisitions. This year, we found service acquisition efficiencies in Army rotary-wing aircraft and ground system maintenance programs, food services, and the use of advanced data analytics. We saved over \$400 million and are on pace to reach over \$1B in budget savings from improved contract management in FY19. These savings and their reinvestment into modernization are crucial to the Army and our progress towards the force of the future.

The Army completed its first full financial statements audit in FY18, and the audit findings are an important part of our larger reform effort. We fully support these audits, which help the Army identify ways to improve resource management and business practices. We are aggressively implementing corrective action plans and are on track to achieve auditable financial statements across all accounts by FY22.

Another major area of reform is the directed reorganization of our medical capabilities across the Army. Readiness is the primary focus throughout this effort because the Army will continue to be responsible for a ready medical force trained in clinical skills that are critical to wartime missions. As we transition medical treatment facilities to the Defense Health Agency, we are working to ensure we retain the necessary combat medical support at each echelon to maintain readiness and deliver premier military health care on the battlefield and in garrison. This reorganization provides us an opportunity to optimize the Army medical structure and plan for future medical capabilities.

The Army will continue to pursue savings in time, money, and manpower that we can reinvest into our top priorities. These aggressive reform efforts, will sustain our momentum as we build readiness and increase lethality to prepare for high-intensity conflict against great power competitors.

Allies & Partners

America's network of allies and partners is an unrivaled strategic advantage the Army is actively working to enhance. Every day, the Army works to strengthen alliances and build new partnerships through security cooperation and security assistance. A continued commitment to our allies and partners helps us compete against great power competitors and bolster deterrence. In support of our allies and partners we established Security Force Assistance Command (SFAC), which will consist of six subordinate Security Force Assistance Brigades (SFABs) - five Regular Army and one Army National Guard. The SFABs are specialized units whose core mission is to train, advise, assist, enable and accompany allied and partner nations. SFABs reduce the demand on conventional Brigade Combat Teams enabling them to focus on high-intensity conflict against near-peer threats. The Army deployed its first SFAB to Afghanistan in support of the Afghan National Army to validate the proof of concept, and we will apply what we learned to the second SFAB deployment this year.

The Army works with Combatant Commanders to ensure our security cooperation efforts support their priorities as we work to increase interoperability and build partner capability. Interoperability ensures we can train and fight alongside our allies and partners more effectively and efficiently so we are ready to face any threat together. In FY18, the Army executed \$115M on 58 multinational exercises with 95 allies and partners. In FY19, we programmed \$165M for multinational training exercises to increase interoperability.

In Europe, we are leading a multinational battlegroup in Poland as part of NATO's Enhanced Forward Presence mission to deter Russian aggression. Last summer, our Soldiers participated in Exercise Trident Juncture alongside forces from every other NATO ally and two of our closest partners, Sweden and Finland. This was the largest NATO exercise conducted in recent years, and it demonstrated both the Alliance's commitment and collective defense capability. We will continue these efforts as we prepare for the division-level Defender exercise in 2020, which will exercise the Army's force projection capabilities. We also maintain close training and exercise relationships with Ukraine and Georgia, key partners in the region for promoting peace and security.

Likewise, in the Indo-Pacific region we are deepening cooperation with our allies to protect our national and shared interests. The U.S. Army presence in the Republic of Korea and Japan deters North Korean aggression and protects U.S. interests. Assigned and rotational forces participate in combined training exercises, such as Yama Sakura in Japan and Yudh Abhyas with the Indian Army. These exercises strengthen our relationships and build interoperability. Furthermore, we are testing the Multi-Domain Task Force in exercises through our Pacific Pathways program to determine the right capability mix to counter Chinese A2AD capabilities. We will continue to use regional training and exercises to work with new partners and leverage multi-component and inter-service integration. This helps us to expand the competitive space and counter Chinese influence throughout the region.

We are assisting our partners around the world in building military capabilities to enhance security. The Army, through its security assistance enterprise, supports Combatant Command theater security cooperation plans. We will continue to prioritize security assistance programs to counter key threats and achieve shared defense objectives with our allies and partners.

People & Values

The Army's greatest strength is our people – the intelligent, adaptable, and professional Soldiers, Civilians, and Families who sacrifice for our Nation. We take care of our people by ensuring our Soldiers are ready for combat with modern doctrine, equipment, and realistic training while simultaneously providing their families with the resources they need to thrive at home. Furthermore, our continued commitment to the Army Values ensures we foster strong and resilient units built on a foundation of trust.

Comprehensive reform of the Army's personnel management system is a top initiative for 2019. To remain the most lethal ground combat force in the world, we must continue to attract, develop, and retain the best people our Nation has to offer. A competitive labor market for America's most highly skilled talent complicates this effort. We thank Congress for the Defense Officer Personnel Management Act (DOPMA) reforms and additional authorities in the FY19 NDAA, and we will incorporate these into our new Talent Management Strategy. We are moving the Army towards a market-based assignment process with more flexible career models along with updates to our promotion system and retention incentives.

The Army faced significant challenges in meeting our FY18 recruiting goals, however, we remain committed to quality over quantity. Despite these challenges, we

recruited over 70,000 new Soldiers into our ranks, the most in any single year since 2010. To meet our FY19 recruiting goals, we changed our approach to increase the pool of qualified applicants so we can attract the best talent and improve diversity in our ranks. We restructured our accessions enterprise to ensure unity of effort across the Army, manned our recruiter positions at 100%, realigned resources to increase our recruiting capacity, and improved our use of technology. Additionally, we centered this recruiting initiative in 22 major metropolitan areas across the Nation to expand our reach using micro-targeted web advertising and local marketing. This revised strategy expands recruiting across the Total Army to increase awareness of the opportunities for service and to better connect the Army to the American people.

Taking care of Army families remains a top priority, and we are taking steps to improve quality of life programs across our installations. This year we increased staffing rates at Army child care centers, and we are implementing new policies to improve spouse employment opportunities. Given recent reports of deficient conditions in some of our family housing, the Army has taken immediate action to ensure we are providing safe, high quality family housing. We are visiting all Army housing and inspecting all barracks to identify health, life, and safety issues that exist. We will work with the Residential Communities Initiatives (RCI) companies to remediate these issues immediately, and over the long term, to improve work order resolution, customer satisfaction, and communication with residents. We are also reviewing and standardizing partnership agreements and incentive structures to ensure we hold the RCI companies accountable for providing quality housing. The Army is fully committed to providing a safe and secure environment on all of our installations where our Soldiers and Families can thrive.

The Army Values form the bedrock of our profession and guide us in all that we do. The Army's Senior Leaders have asked everyone to recommit themselves to these Values, and we demand that every member of our Army team treat each other with dignity and respect. Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. Over the past several years, we have placed a high priority on our prevention efforts, and the Army will continue to improve the effectiveness of our prevention efforts moving forward. This starts by ensuring that the perpetrators of sexual assaults are held accountable and that the victims are protected without fear of retribution. Additionally, we are reinforcing leader responsibility for building a climate of trust and professionalism that emphasizes the Army Values. We are taking a similar approach with other essential programs including Equal Opportunity, Suicide Prevention, Alcohol and Drug Abuse Prevention, and Resilience.

Conclusion

The Army mission remains constant: to deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force. Our Army is ready today to win in the unforgiving crucible of combat. We are supporting the National Defense Strategy and expanding the competitive space by increasing our lethality through our modernization effort, strengthening American alliances through combined operations and training, and reforming our business practices to be the best stewards of the resources Congress has provided. The Army thanks Congress and the American people for their continued strong support, which enables our ability to accomplish our mission. By providing predictable, adequate, sustained, and timely funding, Congress will ensure America's Army remains the most capable and lethal ground combat force in the world.