

**DEPARTMENT OF DEFENSE APPROPRIATIONS
FOR FISCAL YEAR 2010**

TUESDAY, MAY 12, 2009

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

The subcommittee met at 10:30 a.m., in room SD-192, Dirksen Senate Office Building, Hon. Daniel K. Inouye (chairman) presiding.

Present: Senators Inouye, Leahy, Cochran, and Bond.

DEPARTMENT OF DEFENSE
DEPARTMENT OF THE ARMY
OFFICE OF THE SECRETARY

STATEMENTS OF:

HON. PETE GEREN, SECRETARY OF THE ARMY
GENERAL GEORGE W. CASEY, JR., CHIEF OF STAFF

OPENING STATEMENT OF CHAIRMAN DANIEL K. INOUYE

Chairman INOUYE. This morning we welcome the Honorable Pete Geren, Secretary of the Army, and General George Casey, the Army's Chief of Staff.

Gentlemen, thank you for being with us today as the subcommittee reviews the Army's budget request for fiscal year 2010.

The Army's fiscal year budget request is \$142 billion, an increase of almost \$2 billion over last year's inactive budget excluding the funding appropriated to the Army in the fiscal year 2009 supplemental. The Army has also requested \$83.1 billion for overseas contingencies for fiscal year 2010.

As we review the request, we are mindful of the fact that in this era of persistent conflict, the Army and its soldiers remain a constant in any strategy to ensure our national security. The Army remains highly engaged in overseas contingency operations, while continuing to transform itself.

But fighting in today's security environment while continuing to rebuild and reset has stretched the service and the Army has to balance decisions among the strains of meeting the high demand of the forces maintaining a debt of forces needed to be prepared for other contingencies and managing the limited time between deployments.

At the end of the fiscal year, the active duty Army and the Reserve components will have reached its final end strength goals, and I wish to congratulate achieving this goal several years ahead of schedule, and I hope that these additional soldiers will help relieve the current strain on the force.

There's no question that the continuous hard pace of operations has taken a toll on both Army personnel and equipment, yet as we address current urgent needs, we cannot lose sight of the future.

The Secretary recently made it clear that the Department of Defense is not going to move forward into the future with a business-as-usual approach, and last month, Secretary Gates held a press conference announcing sweeping cuts and other major changes to the budget, including changing the ways the Pentagon buys weapons.

This decision was fueled by outrage over programs that exceed cost estimates, and often do not meet operational needs.

Secretary Gates also acknowledged that major structural changes are needed to place the Defense Department on a fiscally sustainable path, especially regarding personal accounts.

Facing this new fiscal environment, I think the Army must rethink its modernization approach to reflect an increased focus on cost, as well as a need to integrate lessons learned from ongoing operations. Procurement dollars, as you can imagine, will be tighter as the Army faces higher personnel costs.

The subcommittee expects that many of the hard decisions facing the Army will be reflected, both in the upcoming Quadrennial Defense Review (QDR), and overall modernization planning, and it is our hope that this morning's hearing will help answer some of these questions, and eliminate how the Army's fiscal year 2010 request addresses these challenges in a responsible manner.

Gentlemen, we sincerely appreciate your service to our Nation, and the dedication and sacrifice made daily by men and women in our Army. We could not be more grateful for what those who wear our Nation's uniform do for our country, each and every day.

And, as always, your full statements will be made part of the record, and I wish to turn to my vice chairman, Senator Cochran, at this time for his opening statement.

STATEMENT OF SENATOR THAD COCHRAN

Senator COCHRAN. Mr. Chairman, thank you for your leadership of this subcommittee, and in the Senate, generally. And we welcome our witnesses today to review the request for funding for the Department of the Army.

I first want to commend you for your leadership and your success in managing the resources of the United States Army, our men and women in uniform, and their families, who are performing services that are very important for the safety and security of our country and for stability in the world, and for that, we're very grateful.

We want to thank you, too, for the definition of your priorities, in terms of funding for programs and activities, procurement, resetting the force, all of the things that are under your responsibility, and we appreciate your giving us a statement and an outline of your thoughts on these subjects. It will be very helpful to us as we proceed to consider the budget request.

We welcome you to the subcommittee and look forward to your comments.

Chairman INOUE. I recognize Secretary Geren.

Secretary GEREN. Thank you, Mr. Chairman, Mr. Vice Chairman.

It's an honor for General Casey and me to appear before you to discuss our United States Army. An Army that's built on a partnership between soldiers and the Congress, it's a partnership that pre-dates the independence of our Nation.

We have provided the subcommittee the full posture statement, I ask that it be included in the record.

Chairman INOUE. Without objection.

[The statement follows:]

PREPARED STATEMENT OF THE HONORABLE PETE GEREN AND GENERAL GEORGE W. CASEY, JR.

2009 ARMY POSTURE STATEMENT—AMERICA'S ARMY: THE STRENGTH OF THE NATION

MAY 5, 2009.

Our Nation is in its eighth year of war, a war in which our Army—Active, Guard, and Reserve—is fully engaged. The Army has grown to more than 1 million Soldiers, with 710,000 currently serving on active duty and more than 255,000 deployed to nearly 80 countries worldwide. Our Soldiers and Army Civilians have performed magnificently, not only in Afghanistan and Iraq, but also in defense of the homeland and in support to civil authorities in responding to domestic emergencies.

Much of this success is due to our Noncommissioned Officers. This year, we specifically recognize their professionalism and commitment. To honor their sacrifices, celebrate their contributions, and enhance their professional development, we have designated 2009 as the "Year of the Army NCO." Our NCO Corps is the glue holding our Army together in these challenging times.

Today, we are fighting a global war against violent extremist movements that threaten our freedom. Violent extremist groups such as Al Qaeda, as well as Iran-backed factions, consider themselves at war with western democracies and even certain Muslim states. Looking ahead, we see an era of persistent conflict—protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends. In this era, the Army will continue to have a central role in providing full spectrum forces necessary to ensure our security.

The Army remains the best led, best trained, and best equipped Army in the world, but it also remains out of balance. The demand for our forces over the last several years has exceeded the sustainable supply. It has stretched our Soldiers and their Families and has limited our flexibility in meeting other contingencies. In 2007, our Army initiated a plan based on four imperatives: Sustain our Soldiers and Families; Prepare our forces for success in the current conflicts; Reset returning units to rebuild readiness; and Transform to meet the demands of the 21st Century. We have made progress in all of these and are on track to meet the two critical challenges we face: restoring balance and setting conditions for the future.

Our Army is the Strength of this Nation, and this strength comes from our values, our ethos, and our people—our Soldiers and the Families and Army Civilians who support them. We remain dedicated to improving their quality of life. We are committed to providing the best care and support to our wounded, ill, and injured Soldiers—along with their Families. And our commitment extends to the Families who have lost a Soldier in service to our Nation. We will never forget our moral obligation to them.

We would not be able to take these steps were it not for the support and resources we have received from the President, Secretary of Defense, Congress, and the American people. We are grateful. With challenging years ahead, the Soldiers, Families, and Civilians of the United States Army require the full level of support requested in this year's base budget and Overseas Contingency Operations funding request. Together, we will fight and win the wars in Afghanistan and Iraq, restore balance,

and transform to meet the evolving challenges of the 21st Century. Thank you for your support.

GEORGE W. CASEY, JR.
General, United States Army Chief of Staff.

PETE GEREN,
Secretary of the Army.

“As we consider the road that unfolds before us, we remember with humble gratitude those brave Americans who, at this very hour, patrol far-off deserts and distant mountains. They have something to tell us, just as the fallen heroes who lie in Arlington whisper through the ages. We honor them not only because they are guardians of our liberty, but because they embody the spirit of service; a willingness to find meaning in something greater than themselves. And yet, at this moment—a moment that will define a generation—it is precisely this spirit that must inhabit us all.”—President Barack Obama Inaugural Address, January 2009.

INTRODUCTION

Our combat-seasoned Army, although stressed by 7 years of war, is a resilient and professional force—the best in the world. The Army—Active, National Guard, and Army Reserve—continues to protect our Nation, defend our national interests and allies, and provide support to civil authorities in response to domestic emergencies.

The Army is in the midst of a long war, the third longest in our Nation’s history and the longest ever fought by our All-Volunteer Force. More than 1 million of our country’s men and women have deployed to combat; more than 4,500 have sacrificed their lives, and more than 31,000 have been wounded. Our Army continues to be the leader in this war, protecting our national interests while helping others to secure their freedom. After 7 years of continuous combat, our Army remains out of balance, straining our ability to sustain the All-Volunteer Force and maintain strategic depth. The stress on our force will not ease in 2009 as the demand on our forces will remain high. In 2008, the Army made significant progress to restore balance, but we still have several challenging years ahead to achieve this vital goal.

As we remain committed to our Nation’s security and the challenge of restoring balance, we remember that the Army’s most precious resources are our dedicated Soldiers, their Families, and the Army Civilians who support them. They are the strength of the Army—an Army that is the Strength of the Nation.

STRATEGIC CONTEXT

An Era of Persistent Conflict

The global security environment is more ambiguous and unpredictable than in the past. Many national security and intelligence experts share the Army’s assessment that the next several decades will be characterized by persistent conflict—protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends. We live in a world where global terrorism and extremist ideologies, including extremist movements such as Al Qaeda, threaten our personal freedom and our national interests. We face adept and ruthless adversaries who exploit technological, informational, and cultural differences to call the disaffected to their cause. Future operations in this dynamic environment will likely span the spectrum of conflict from peace-keeping operations to counterinsurgency to major combat.

Global Trends

Several global trends are evident in this evolving security environment. Globalization has increased interdependence and prosperity in many parts of the world. It also has led to greater disparities in wealth which set conditions that can foster conflict. The current global recession will further increase the likelihood of social, political, and economic tensions.

Technology, which has enabled globalization and benefited people all over the world, also is exploited by extremists to manipulate perceptions, export terror, and recruit people who feel disenfranchised or threatened.

Population growth increases the likelihood of instability with the vast majority of growth occurring in urban areas of the poorest regions in the world. The limited resources in these areas make young, unemployed males especially vulnerable to antigovernment and radical ideologies. The inability of governments to meet the

challenges of rapid population growth fuels local and regional conflicts with potential global ramifications.

Increasing demand for resources, such as energy, water, and food, especially in developing economies, will increase competition and the likelihood of conflict. Climate change and natural disasters further strain already limited resources, increasing the potential for humanitarian crises and population migrations.

The proliferation of weapons of mass destruction (WMD) remains a vital concern. Growing access to technology increases the potential for highly disruptive or even catastrophic events involving nuclear, radiological, chemical, and biological weapons or materials. Many terrorist groups are actively seeking WMD. Failed or failing states, lacking the capacity or will to maintain territorial control, can provide safe havens for terrorist groups to plan and export operations, which could include the use of WMD.

These global trends, fueled by local, regional, and religious tensions, create a volatile security environment with increased potential for conflict. As these global trends contribute to an era of persistent conflict, the character of conflict in the 21st Century is changing.

The Evolving Character of Conflict

Although the fundamental nature of conflict is timeless, its ever-evolving character reflects the unique conditions of each era. Current global trends include a diverse range of complex operational challenges that alter the manner and timing of conflict emergence, change the attributes and processes of conflict, require new techniques of conflict resolution, and demand much greater integration of all elements of national power. The following specific characteristics of conflict in the 21st Century are especially important.

Diverse actors, especially non-state actors, frequently operate covertly or as proxies for states. They are not bound by internationally recognized norms of behavior, and they are resistant to traditional means of deterrence.

Hybrid threats are dynamic combinations of conventional, irregular, terrorist, and criminal capabilities. They make pursuit of singular approaches ineffective, necessitating innovative solutions that integrate new combinations of all elements of national power.

Conflicts are increasingly waged among the people instead of around the people. Foes seeking to mitigate our conventional advantages operate among the people to avoid detection, deter counterstrikes, and secure popular support or acquiescence. To secure lasting stability, the allegiance of indigenous populations becomes the very object of the conflict.

Conflicts are becoming more unpredictable. They arise suddenly, expand rapidly, and continue for uncertain durations in unanticipated, austere locations. They are expanding to areas historically outside the realm of conflict such as cyberspace and space. Our nation must be able to rapidly adapt its capabilities in order to respond to the increasingly unpredictable nature of conflict.

Indigenous governments and forces frequently lack the capability to resolve or prevent conflicts. Therefore, our Army must be able to work with these governments, to create favorable conditions for security and assist them in building their own military and civil capacity.

Interagency partnerships are essential to avoid and resolve conflicts that result from deeply rooted social, economic, and cultural conditions. Military forces alone cannot establish the conditions for lasting stability.

Images of conflicts spread rapidly across communication, social, and cyber networks by way of 24-hour global media and increased access to information through satellite and fiber-optic communications add to the complexity of conflict. Worldwide media coverage highlights the social, economic, and political consequences of local conflicts and increases potential for spillover, creating regional and global destabilizing effects.

Despite its evolving character, conflict continues to be primarily conducted on land; therefore, landpower—the ability to achieve decisive results on land—remains central to any national security strategy. Landpower secures the outcome of conflict through an integrated application of civil and military capabilities, even when landpower is not the decisive instrument. The Army, capable of full spectrum operations as part of the Joint Force, continues to transform itself to provide the prompt, sustainable, and dominant effects necessary to ensure our Nation's security in the 21st Century.

GLOBAL COMMITMENTS

In this era of persistent conflict, the Army remains essential to our Nation's security as a campaign capable, expeditionary force able to operate effectively with

Joint, interagency, and multinational partners across the full spectrum of conflict. Today, the Army has 243,000 Soldiers deployed in nearly 80 countries around the world, with 140,000 Soldiers in active combat theaters. To fulfill the requirements of today's missions, including defending the homeland and supporting civil authorities, the Army has over 710,000 Soldiers on active duty from all components. Additionally, 258,000 Army Civilians are performing critical missions in support of the Army. More than 4,100 of our Civilians and more than 33,000 U.S. contractors are forward-deployed, performing vital missions abroad.

The Army's primary focus continues to be combined counter-insurgency operations in Iraq and Afghanistan, while training each nation's indigenous forces and building their ability to establish peace and maintain stability. Our Army is also preparing ready and capable forces for other national security requirements, though at a reduced rate. These forces support combatant commanders in a wide variety of military missions across the entire spectrum of conflict. Examples of Army capabilities and recent or ongoing missions other than combat include:

- Responding to domestic incidents by organizing, training, and exercising brigade-sized Chemical, Biological, Radiological, Nuclear, and high yield Explosive Consequence Management Reaction Forces—the first in 2008, the second in 2009, and the third in 2010.

- Supporting the defense of South Korea, Japan, and many other friends, allies, and partners.

- Conducting peacekeeping operations in the Sinai Peninsula and the Balkans.

- Supporting the establishment of Africa Command, headquartered in Germany, and its Army component, U.S. Army Africa, headquartered in and Italy.

- Providing military observers and staff officers to U.N. peacekeeping missions in Haiti, Iraq, Liberia, the Republic of Georgia, Israel, Egypt, Afghanistan, and Chad.

- Conducting multinational exercises that reflect our longstanding commitments to our allies and alliances.

- Supporting interagency and multinational partnerships with technical expertise, providing critical support after natural disasters.

- Continuing engagements with foreign militaries to build partnerships and preserve coalitions by training and advising their military forces.

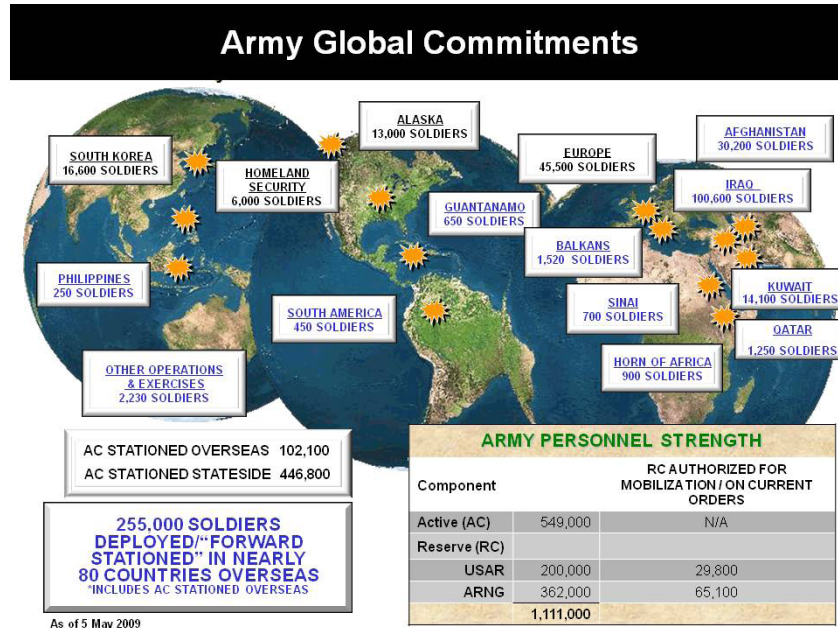
- Supporting civil authorities in responding to domestic emergencies.

- Participating, most notably by the Army National Guard, in securing our borders and conducting operations to counter the flow of illegal drugs.

- Supporting operations to protect against WMD and prevent their proliferation.

- Protecting and eliminating chemical munitions.

Current combat operations, combined with other significant demands placed on our forces, have stressed our Army, our Soldiers, and their Families. While we remain committed to providing properly manned, trained, and equipped forces to meet the diverse needs of our combatant commanders, we face two critical challenges.



TWO CRITICAL CHALLENGES

While fully supporting the demands of our Nation at war, our Army faces two major challenges—restoring balance to a force experiencing the cumulative effects of 7 years of war and setting conditions for the future to fulfill our strategic role as an integral part of the Joint Force.

The Army is out of balance. The current demand for our forces in Iraq and Afghanistan exceeds the sustainable supply and limits our ability to provide ready forces for other contingencies. Even as the demand for our forces in Iraq decreases, the mission in Afghanistan and other requirements will continue to place a high demand on our Army for years to come. Current operational requirements for forces and insufficient time between deployments require a focus on counterinsurgency training and equipping to the detriment of preparedness for the full range of military missions. Soldiers, Families, support systems, and equipment are stressed due to lengthy and repeated deployments. Overall, we are consuming readiness as fast as we can build it. These conditions must change. Institutional and operational risks are accumulating over time and must be reduced in the coming years.

While restoring balance, we must simultaneously set conditions for the future. Our Army's future readiness will require that we continue to modernize, adapt our institutions, and transform Soldier and leader development in order to sustain an expeditionary and campaign capable force for the rest of this Century.

Modernization efforts are essential to ensure technological superiority over a diverse array of potential adversaries. Our Army must adapt its institutions to more effectively and efficiently provide trained and ready forces for combatant commanders. We will continue to transform how we train Soldiers and how we develop agile and adaptive leaders who can overcome the challenges of full spectrum operations in complex and dynamic operating environments. We also must continue the transformation of our Reserve Components to an operational force to achieve the strategic depth necessary to successfully sustain operations in an era of persistent conflict.

Through the dedicated efforts of our Soldiers, their Families, and Army Civilians, combined with continued support from Congressional and national leadership, we are making substantial progress toward these goals. Our continued emphasis on the Army's four imperatives—Sustain, Prepare, Reset, and Transform—has focused our efforts. We recognize, however, that more remains to be done in order to restore balance and set conditions for the future.

*Restoring Balance: The Army's Four Imperatives**Sustain*

We must sustain the quality of our All-Volunteer Force. Through meaningful programs, the Army is committed to providing the quality of life deserved by those who serve our Nation. To sustain the force, we are focused on recruitment and retention; care of Soldiers, Families, and Civilians; care for our wounded Warriors; and support for the Families of our fallen Soldiers.

Recruit and Retain

Goal.—Recruit quality men and women through dynamic incentives. Retain quality Soldiers and Civilians in the force by providing improved quality of life and incentives.

Progress.—In 2008, nearly 300,000 men and women enlisted or reenlisted in our All-Volunteer Army. In addition, the Army created the Army Preparatory School to offer incoming recruits the opportunity to earn a GED in order to begin initial entry training. All Army components are exceeding the 90 percent Tier 1 Education Credential (high school diploma or above) standard for new recruits. In addition, our captain retention incentive program contributed to a nearly 90 percent retention rate for keeping experienced young officers in the Army.

Care of Soldiers, Families, and Civilians

Goal.—Improve the quality of life for Soldiers, Families, and Civilians through the implementation of the Soldier and Family Action Plan and the Army Family Covenant. Garner support of community groups and volunteers through execution of Army Community Covenants.

Progress.—The Army hired more than 1,000 new Family Readiness Support Assistants to provide additional support to Families with deployed Soldiers. We doubled the funding to Family programs and services in 2008. We began construction on 72 Child Development Centers and 11 new Youth Centers and fostered community partnerships by signing 80 Army Community Covenants. Our Army initiated the “Shoulder to Shoulder, No Soldier Stands Alone” program to increase suicide awareness and prevention.

The Army also committed to a 5-year, \$50 million study by the National Institute for Mental Health for practical interventions for mitigating suicides and enhancing Soldier resiliency. In addition, the Army implemented the Intervene, Act, Motivate (I A.M. Strong) Campaign with a goal of eliminating sexual harassment and sexual assault in the Army. To enhance the investigation and prosecution of criminal behavior, the Army's Criminal Investigation Command and Office of the Judge Advocate General have taken new measures to support victims, investigate crimes and hold offenders accountable. The Army also has provided better access to quality healthcare, enhanced dental readiness programs focused on Reserve Component Soldiers, improved Soldier and Family housing, increased access to child care, and increased educational opportunities for Soldiers, children, and spouses.

Warrior Care and Transition

Goal.—Provide world-class care for our wounded, ill, and injured Warriors through properly resourced Warrior Transition Units (WTUs), enabling these Soldiers to remain in our Army or transition to meaningful civilian employment consistent with their desires and abilities.

Progress.—The Army established 36 fully operational WTUs and 9 community-based healthcare organizations to help our wounded, ill, and injured Soldiers focus on their treatment, rehabilitation, and transition through in-patient and out-patient treatment. We initiated programs to better diagnose and treat Post-Traumatic Stress Disorder, Traumatic Brain Injury and other injuries through advanced medical research. We also have made investments in upgrading our clinics and hospitals including a \$1.4 billion investment in new hospitals at Forts Riley, Benning, and Hood.

Support Families of Fallen Comrades

Goal.—Assist the Families of our fallen comrades and honor the service of their Soldiers.

Progress.—The Army is developing and fielding Survivor Outreach Services, a multi-agency effort to care for the Families of our Soldiers who made the ultimate sacrifice. This program includes benefit specialists who serve as subject matter experts on benefits and entitlements, support coordinators who provide long-term advocacy, and financial counselors who assist in budget planning.

Prepare

We must prepare our force by readying Soldiers, units, and equipment to succeed in the current conflicts, especially in Iraq and Afghanistan. We continue to adapt institutional, collective, and individual training to enable Soldiers to succeed in combat and prevail against adaptive and intelligent adversaries. We are equally committed to ensuring Soldiers have the best available equipment to both protect themselves and maintain a technological advantage over our adversaries. To prepare our force, we continue to focus on growing the Army, training, equipping, and better supporting the Army Force Generation (ARFORGEN) process.

Grow the Army

Goal.—Accelerate the end strength growth of the Army so that by 2010 the Active Component has 547,400 Soldiers and the National Guard has 358,200 Soldiers. Grow the Army Reserve to 206,000 Soldiers by 2012 even as the Army Reserve works an initiative to accelerate that growth to 2010. Grow the Army's forces to 73 Brigade Combat Teams (BCTs) and approximately 227 Support Brigades with enabling combat support and combat service support structure by 2011. Simultaneously develop the additional facilities and infrastructure to station these forces.

Progress.—With national leadership support, our Army has achieved our manpower growth in all components during 2009. The Army grew 32 Modular Brigades in 2008 (7 Active Component Brigades and 25 Brigades in the Reserve Component). This growth in the force, combined with reduced operational deployments from 15 months to 12 months, eased some of the strain on Soldiers and Families.

Training

Goal.—Improve the Army's individual, operational, and institutional training for full spectrum operations. Develop the tools and technologies that enable more effective and efficient training through live, immersive, and adaptable venues that prepare Soldiers and leaders to excel in the complex and challenging operational environment.

Progress.—The Army improved training facilities at home stations and combat training centers, increasing realism in challenging irregular warfare scenarios. Army Mobile Training Teams offered career training to Soldiers at their home station, preventing them from having to move away for schooling and providing more time for them with their Families. Our Army continues to improve cultural and foreign language skills.

Equipment

Goal.—Provide Soldiers effective, sustainable, and timely equipment through fully integrated research and development, acquisition, and logistical sustainment. Continue modernization efforts such as the Rapid Fielding Initiative and the Rapid Equipping Force, using a robust test and evaluation process to ensure the effectiveness of fielded equipment.

Progress.—In 2008, the Army fielded more than 1 million items of equipment including over 7,000 Mine-Resistant, Ambush-Protected (MRAP) vehicles, providing Soldiers fighting in Iraq and Afghanistan the best equipment available.

Army Force Generation (ARFORGEN) Process

Goal.—Improve the ARFORGEN process to generate trained, ready, and cohesive units for combatant commanders on a rotational basis to meet current and future strategic demands. Achieve a degree of balance by reaching a ratio of 1 year deployed to 2 years at home station for Active Component units, and 1 year deployed to 4 years at home for Reserve Component units by 2011.

Progress.—Recent refinements in the ARFORGEN process have increased predictability for Soldiers and their Families. When combined with the announced draw-down in Iraq, this will substantially increase the time our Soldiers have at home.

Reset

In order to prepare Soldiers, their Families, and units for future deployments and contingencies, we must reset the force to rebuild the readiness that has been consumed in operations. Reset restores deployed units to a level of personnel and equipment readiness necessary for future missions. The Army is using a standard reset model and is continuing a reset pilot program to further improve the effectiveness and efficiency of the ARFORGEN process. To reset our force, we are revitalizing Soldiers and Families; repairing, replacing, and recapitalizing equipment; and retraining Soldiers.

Revitalize Soldiers and Families

Goal.—Increase the time our Soldiers and Families have together to reestablish and strengthen relationships following deployments.

Progress.—In the reset pilot program, units have no readiness requirements or Army-directed training during the reset period (6 months for the Active Component and 12 months for the Reserve Components). This period allows units to focus on Soldier professional and personal education, property accountability, and equipment maintenance, and also provides quality time for Soldiers and their Families.

Repair, Replace, and Recapitalize Equipment

Goal.—Fully implement an Army-wide program that replaces equipment that has been destroyed in combat and repairs or recapitalizes equipment that has been rapidly worn out due to harsh conditions and excessive use. As units return, the Army will reset equipment during the same reconstitution period we dedicate to Soldier and Family reintegration.

Progress.—The Army reset more than 125,000 pieces of equipment in 2008. The maintenance activities and capacity at Army depots increased to their highest levels in the past 35 years.

Retrain Soldiers, Leaders, and Units

Goal.—Provide our Soldiers with the critical specialty training and professional military education necessary to accomplish the full spectrum of missions required in today's strategic environment.

Progress.—The Army is executing a Training and Leader Development Strategy to prepare Soldiers and units for full spectrum operations. The Army is 60 percent complete in efforts to rebalance job skills required to meet the challenges of the 21st Century.

Reset Pilot Program

Goal.—Provide lessons learned that identify institutional improvements that standardize the reset process for both the Active and Reserve Components and determine timing, scope, and resource implications.

Progress.—In 2008, the Army initiated a 6-month pilot reset program for 13 units (8 Active Component and 5 Reserve Components). The Army has learned many significant lessons and is applying them to all redeploying units to allow units more time to accomplish reset objectives at their home stations.

Transform

We must transform our force to provide the combatant commanders dominant, strategically responsive forces capable of meeting diverse challenges across the entire spectrum of 21st Century conflict. To transform our force, we are adopting modular organizations, accelerating delivery of advanced technologies, operationalizing the Reserve Components, restationing our forces, and transforming leader development.

Modular Reorganization

Goal.—Reorganize the Active and Reserve Components into standardized modular organizations, thereby increasing the number of BCTs and support brigades to meet operational requirements and creating a more deployable, adaptable, and versatile force.

Progress.—In addition to the 32 newly activated modular brigades, the Army converted 14 brigades from a legacy structure to a modular structure in 2008 (5 Active Component and 9 Reserve Component Brigades). The Army has transformed 83 percent of our units to modular formations—the largest organizational change since World War II.

Advanced Technologies

Goal.—Modernize and transform the Army to remain a globally responsive force and ensure our Soldiers retain their technological edge for the current and future fights.

Progress.—The Army will accelerate delivery of advanced technologies to Infantry BCTs fighting in combat today through “Spin-outs” from our Future Combat Systems program. This aggressive fielding schedule, coupled with a tailored test and evaluation strategy, ensures Soldiers receive reliable, proven equipment that will give them a decisive advantage over any enemy.

Operationalize the Reserve Components

Goal.—Complete the transformation of the Reserve Components to an operational force by changing the way we train, equip, resource, and mobilize Reserve Component units by 2012.

Progress.—The Army continued efforts to systematically build and sustain readiness and to increase predictability of deployments for Soldiers, their Families, employers, and communities by integrating the ARFORGEN process.

Restationing Forces

Goal.—Restation forces and families around the globe based on the Department of Defense's (DOD) Global Defense Posture and Realignment initiatives, Base Realignment and Closure (BRAC) statutes, and the expansion of the Army directed by the President in January 2007.

Progress.—To date, in support of BRAC, our Army has obligated 95 percent of the \$8.5 billion received. Of more than 300 major construction projects in the BRAC program, 9 have been completed and another 139 awarded. The Army has also completed 77 National Environmental Policy Act actions, closed 1 active installation and 15 U.S. Army Reserve Centers, terminated 9 leases, and turned over 1,133 excess acres from BRAC 2005 properties. The Army is on track to complete BRAC by 2011.

Soldier and Leader Development

Goal.—Develop agile and adaptive military and Civilian leaders who can operate effectively in Joint, interagency, intergovernmental, and multinational environments.

Progress.—The Army published Field Manual (FM) 3-0, Operations, which includes a new operational concept for full spectrum operations where commanders simultaneously apply offensive, defensive, and stability operations to achieve decisive results. Additionally, the Army published FM 3-07, Stability Operations and FM 7-0, Training for Full Spectrum Operations and is finalizing FM 4-0, Sustainment. The doctrine reflected in these new manuals provides concepts and principles that will develop adaptive leaders to train and sustain our Soldiers in an era of persistent conflict.

SETTING CONDITIONS FOR THE FUTURE: SIX ESSENTIAL QUALITIES OF OUR ARMY

In an era of persistent conflict, our Army is the primary enabling and integrating element of landpower. The Army's transformation focuses on distinct qualities that land forces must possess to succeed in the evolving security environment. In order to face the security challenges ahead, the Army will continue to transform into a land force that is versatile, expeditionary, agile, lethal, sustainable, and interoperable.

Versatile forces are multipurpose and can accomplish a broad range of tasks, moving easily across the spectrum of conflict as the situation demands. Our versatility in military operations—made possible by full spectrum training, adaptable equipment, and scalable force packages—will enable us to defeat a wide range of unpredictable threats.

Our Army must remain an expeditionary force—organized, trained, and equipped to go anywhere in the world on short notice, against any adversary, to accomplish the assigned mission, including the ability to conduct forcible entry operations in remote, non-permissive environments. Working in concert with our force projection partners, the United States Transportation Command and sister services, we will enhance our expeditionary force projection and distribution capability to provide rapid, credible, and sustainable global response options for the Joint Force.

Agile forces adapt quickly to exploit opportunities in complex environments. Our Army is developing agile Soldiers and institutions that adapt and work effectively in such environments.

A core competency of land forces is to effectively, efficiently, and appropriately apply lethal force. The lethal nature of our forces enables our ability to deter, dissuade, and, when required, defeat our enemies. Because conflicts will increasingly take place among the people, the Army will continue to pursue technological and intelligence capabilities to provide lethal force with precision to minimize civilian casualties and collateral damage.

Our Army must be organized, trained, and equipped to ensure it is capable of sustainable operations for as long as necessary to achieve national objectives. In addition, we will continue to improve our ability to guarantee the logistical capacity to conduct long-term operations while presenting a minimal footprint to reduce exposure of support forces.

The extensive planning and organizing capabilities and experience of U.S. land forces are national assets. These capabilities are essential to preparing and assisting

interagency, multinational, and host nation partners to execute their roles in conflict prevention and resolution. Our force needs to be increasingly interoperable to effectively support and integrate the efforts of Joint, interagency, intergovernmental, multinational, and indigenous elements to achieve national goals.

As we look to the future, our Army is modernizing and transforming to build a force that exhibits these six essential qualities in order to meet the challenges of the security environment of the 21st Century. The Army's adoption of a modular, scalable brigade-based organization provides a broad range of capabilities that are inherently more versatile, adaptable, and able to conduct operations over extended periods.

Another critical transformation initiative to enhance the Army's capabilities is the modernization of our global information network capabilities through integration of the Global Network Enterprise Construct (GNEC). The GNEC will enable network warfighting capabilities, dramatically improve and protect the LandWarNet, improve both efficiency and effectiveness of the network, and ensure Army interoperability across DOD.

As part of our transformation, the Army is adapting as an institution principally in three areas: streamlining the Army Force Generation (ARFORGEN) process, implementing an enterprise approach, and establishing a more effective requirements process. A streamlined ARFORGEN process more efficiently mans, equips, and trains units to strengthen our expeditionary capability. The enterprise approach—a holistic method to improve the effectiveness and efficiency of the Army's policies and processes—will make our institutions more efficient and more responsive to the needs of the combatant commanders. An improved requirements process will provide more timely and flexible responses to meet the needs of our Soldiers. In transforming our training and leader development model, we produce more agile Soldiers and Civilians who are capable of operating in complex and volatile environments.

The Army's modernization efforts are specifically designed to enhance these six essential land force qualities by empowering Soldiers with the decisive advantage across the continuum of full spectrum operations. Modernization is providing our Soldiers and leaders with leading-edge technology and capabilities to fight the wars we are in today while simultaneously preparing for future complex, dynamic threats. The Army is improving capabilities in intelligence, surveillance, and reconnaissance; information sharing; and Soldier protection to give our Soldiers an unparalleled awareness of their operational environment, increased precision and lethality, and enhanced survivability.

The Army also is addressing the capability gaps in our current force by accelerating delivery of advanced technologies to Soldiers in Infantry BCTs. For example, more than 5,000 robots are currently in Iraq and Afghanistan, including an early version of the Small Unmanned Ground Vehicle (SUGV). Soldiers are using the SUGV prototype to clear caves and bunkers, search buildings, and defuse improvised explosive devices. In addition, an early version of the Class I Unmanned Aerial Vehicle (UAV) is currently supporting Soldiers in Iraq with reconnaissance, surveillance, and target acquisition. The Class I UAV operates in open, rolling, complex, and urban terrain and can take off and land vertically without a runway. It is part of the information network, providing real time information that increases Soldier agility and lethality while enhancing Soldier protection.

Overall, Army modernization efforts provide a technological edge for our Soldiers in today's fight and are essential to the Army's efforts to empower Soldiers with the land force qualities needed in the 21st Century.

STEWARDSHIP/INNOVATIONS

The Nation's Army remains committed to being the best possible steward of the resources provided by the American people through the Congress. We continue to develop and implement initiatives designed to conserve resources and to reduce waste and inefficiencies wherever possible.

The recent establishment of two organizations highlights the Army's commitment to improving efficiencies. In 2008, the Secretary of the Army established the Senior Energy Council to develop an Army Enterprise Energy Security Strategy. The Senior Energy Council is implementing a plan that reduces energy consumption and utilizes innovative technologies for alternative and renewable energy, including harvesting wind, solar and geothermal energy, while leveraging energy partnerships with private sector expertise. The Army is replacing 4,000 petroleum-fueled vehicles with electric vehicles. We also are underway in our 6-year biomass waste-to-fuel technology demonstrations at six of our installations.

As part of the Army's efforts in adapting institutions, we also established the Enterprise Task Force to optimize the ARFORGEN process for effectively and efficiently delivering trained and ready forces to the combatant commanders.

In addition, in order to increase logistical efficiencies and readiness, the Army is developing 360 Degree Logistics Readiness—an initiative that proactively synchronizes logistics support capability and unit readiness. This new approach will allow the Army to see, assess, and synchronize enterprise assets in support of our operational forces. The 360 Degree Logistics Readiness bridges the information system gaps between selected legacy logistics automation systems and the Single Army Logistics Enterprise. It will improve visibility, accountability, fidelity, and timeliness of information to facilitate better decisions at every managerial level.

Finally, the Army is committed to reforming our acquisition, procurement, and contracting processes to more efficiently and responsively meet the needs of our Soldiers. A streamlined requirements process based on reasonable requirements with adequately mature technology will produce a system with greater urgency and agility and guard against "requirements creep." The Army also will continue to grow its acquisition workforce and provide disciplined oversight to its acquisition programs.

ACCOMPLISHMENTS

The Army has been fully engaged over the past year. We remain focused on prevailing in Iraq and Afghanistan, while concurrently working to restore balance and transforming to set the conditions for success in the future. Despite the high global operational tempo and our continuing efforts to restore balance and prepare for future contingencies, we have accomplished much in the last year:

Army Accomplishments

Manned, trained, equipped, and deployed 15 combat brigades, 34 support brigades, and 369 military and police transition teams in support of Iraq and Afghanistan.

Deployed more than 293,000 Soldiers into or out of combat in Iraq and Afghanistan.

Repaired more than 100,000 pieces of Army equipment through the efforts at the Army's depot facilities.

Invested in the psychological health of the Army by investing over \$500 million in additional psychological health providers, new facilities, and world-class research.

Reduced the on-duty Soldier accident rate by 46 percent in 2008 through Soldier and leader emphasis on Army safety measures.

Reduced the Army's ground accidents by 50 percent and the Army's major aviation accidents by 38 percent in 2008 through leader application of the Army's Composite Risk Management model.

Implemented Family Covenants throughout the Army and committed more than \$1.5 billion to Army Family programs and services.

Improved on-post housing by privatizing more than 80,000 homes, building 17,000 homes, and renovating 13,000 homes since 2000 at 39 different installations through the Residential Communities Initiative.

Reduced energy consumption in Army facilities by 10.4 percent since 2003 through the implementation of the Army's energy strategy.

Won six Shingo Public Sector Awards for implementing best business practices.

Destroyed more than 2,100 tons of chemical agents, disposed of 70,000 tons of obsolete or unserviceable conventional ammunition, and removed 163,000 missiles or missile components from the Army's arsenal.

Fostered partnerships with allies by training more than 10,000 foreign students in stateside Army schools and by executing over \$14.5 billion in new foreign military sales to include \$6.2 billion in support of Iraq and Afghanistan.

Saved \$41 million by in-sourcing more than 900 core governmental functions to Army Civilians.

Improved Soldier quality of life by constructing or modernizing 29,000 barracks spaces.

AMERICA'S ARMY—THE STRENGTH OF THE NATION

The Army's All-Volunteer Force is a national treasure. Less than 1 percent of Americans wear the uniform of our Nation's military; they and their Families carry the lion's share of the burden of a Nation at war. Despite these burdens, our Soldiers continue to perform magnificently across the globe and at home, and their Families remain steadfast in their support. Our Civilians remain equally dedicated

to the Army's current and long-term success. They all deserve the best the Nation has to offer.

America's Army has always served the Nation by defending its national interests and providing support to civil authorities for domestic emergencies. Seven years of combat have taken a great toll on the Army, our Soldiers, and their Families. To meet the continuing challenges of an era of persistent conflict, our Army must restore balance and set the conditions for the future while sustaining our All-Volunteer Force. We must ensure our Soldiers have the best training, equipment, and leadership we can provide them. Our Army has made significant progress over the last year, but has several tough years ahead. With the support of Congress, the Army will continue to protect America's national security interests while we transform ourselves to meet the challenges of today and the future.

ADDENDUM A—INFORMATION PAPERS

360 Degree Logistics Readiness	ARNG Community Based Warrior Transition Units
Accelerate Army Growth	ARNG Critical Skills Retention Bonus
Active Component Reserve Component (ACRC) Rebalance	ARNG Education Support Center
Adaptive Logistics	ARNG Environmental Programs
Add-on Armor for Tactical Wheeled Vehicles	ARNG Every Soldier a Recruiter
Africa Command (AFRICOM)	ARNG Exportable Combat Training Capability
Armed Forces Recreation Centers	ARNG Family Assistance Centers
Army Asymmetric Warfare Office (AAWO)	ARNG Freedom Salute Campaign
Army Career and Alumni Program (ACAP)	ARNG GED Plus Program
Army Career Tracker (ACT) Program	ARNG Muscatatuck Army Urban Training Center
Army Civilian University (ACU)	ARNG Operational Support Airlift Agency
Army Community Service (ACS) Family Programs	ARNG Periodic Health Assessment (PHA)
Army Community Service (ACS) Family Readiness Programs	ARNG Post Deployment Health Reassessment (PDHRA)
Army Energy Plan (AEP)	ARNG Recruit Sustainment Program
Army Environmental Programs	ARNG Recruiting Assistance Program (G-RAP)
Army Evaluation Task Force (AETF)	ARNG Strong Bonds
Army Family Action Plan (AFAP)	ARNG Western Army Aviation Training Site (WAATS)
Army Force Generation (ARFORGEN)	Asymmetric Warfare Group
Army Geospatial Enterprise (AGE)	Base Realignment and Closure (BRAC) Program
Army Integrated Logistics Architecture (AILA)	Basic and Advanced NCO Courses
Army Leader Development Program (ALDP)	Basic Officer Leader Course (BOLC)
Army Modernization Strategy	Behavioral Health
Army Onesource	Better Opportunity for Single Soldiers (BOSS)
Army Physical Fitness Research Institute	Biometrics
Army Physical Readiness Training (FM 3-22.02)	Broad Career Groups
Army Preparatory School	Building Partnership Capacity Through Security Cooperation
Army Prepositioned Stocks (APS)	Campaign Capable Force
Army Reserve Employer Relations (ARER) Program	Capabilities Development for Rapid Transition (CDRT)
Army Reserve Voluntary Education Services	Career Intern Fellows Program
Army Reserve Voluntary Selective Continuation	CBRNE Consequence Management Reaction Force (CCMRF)
Army Spouse Employment Partnership (ASEP) Program	CENTCOM Rest and Recuperation (R&R) Leave Program
Army Strong	Changing the Culture
Army Suicide Prevention Program (ASPP)	Chemical Demilitarization Program
Army Values	Child and Youth Services School Support
Army Volunteer Program	Child Care Program
ARNG Active First Program	Civil Works
ARNG Agribusiness Development Team	Civilian Corps Creed
	Civilian Education System
	College of the American Soldier

Combat Casualty Care	Full Replacement Value (FRV) and Defense Property System (DPS)
Combat Training Center (CTC) Program	Full Spectrum Operations in Army Capstone Doctrine (FM 3-0)
Combating Weapons of Mass Destruction (WMD)	Funds Control Module
Commander's Appreciation and Campaign Design (CACD)	Future Force Integration Directorate
Common Levels of Support	General Fund Enterprise Business System
Common Logistics Operating Environment (CLOE)	Generating Force Support for Operations
Community Covenant	Global Force Posture
Comprehensive Soldier Fitness Program	Global Network Enterprise Construct (GNEC)
Concept Development and Experimentation	Helicopter, Black Hawk Utility Helicopter (UH-60)
Condition-Based Maintenance Plus (CBM+)	Helicopter, Chinook Heavy Lift Helicopter (CH-47)
Construction and Demolition Recycling Program	Helicopter, Lakota (UH-72)
Continuum of Service	Helicopter, Longbow Apache (AH-64D)
Contractor-Acquired Government Owned (CAGO) Equipment	Human Terrain System (HTS)
Cultural and Foreign Language Capabilities	HUMINT: Growing Army Human Intelligence (HUMINT) Capabilities
Cyber Operations	Information Doctrine
Defense Integrated Military Human Resources System (DIMHRS)	In-Sourcing
Defense Support to Civil Authorities (DSCA)	Installation Planning Board
Defense Support to Civil Authorities—Defense Coordinating Officer	Institutional Adaptation
Defense Support to Civil Authorities—Special Events	Institutional Training Under Centers of Excellence (COE)
Deployment Cycle Support	Intelligence Transformation
Depot Maintenance Initiatives	Interceptor Body Armor (IBA)
Digital Training Management System (DTMS)	Interpreter/Translator Program
Distributed Common Ground System—Army (DCGS-A)	Irregular Warfare Capabilities
Diversity	Joint Basing
Document and Media Exploitation (DOMEX)	Joint Knowledge Development and Distribution Capstone Program (JKDDC)
Enhanced Use Leasing	Joint Precision Airdrop System (JPADS)
Enlistment Incentives	Leader Development Assessment Course—Warrior Forge
Enlistment Incentives Program Enhancements	Lean Six Sigma: Continuous Process Improvement Initiative
Equal Opportunity and Prevention of Sexual Harassment (EO/POSH)	Lean Six Sigma: G-4 Initiative
Equipment Reset	Life Cycle Management Initiative
Equipping Enterprise and Reuse Conference	Live, Virtual, Constructive Integrated Training Environment
Equipping the Reserve Components	Manpower Personnel Integration Program (MANPRINT)
Exceptional Family Member Program (EFMP)	March 2 Success
Expanding Intelligence Training	Medical and Dental Readiness
Expeditionary Basing	Military Construction (MILCON) Program
Expeditionary Capabilities	Military Construction (MILCON) Transformation
Expeditionary Contracting	Military Family Life Consultants (MFLC) Program
Expeditionary Theater Opening	Military Intelligence Capacity
Family Advocacy Program (FAP)	Mine-Resistant, Ambush-Protected (MRAP) Vehicles
Family Covenant	Mobile Training Teams (MTT) for Warrior Leader Course (WLC)
Family Housing Program	Mobilization Tiger Team
Foreign Military Sales	Modular Force Conversion
FORSCOM Mission Support Elements (MSE)	Morale Welfare and Recreation (MWR)
Freedom Team Salute	Multinational Exercises
Freedrop Packaging Concept Project (FPCP)	Multi-Source Assessment and Feedback (MSAF) Program
	National Guard CBRNE Enhanced Response Force Package (CERFP)

National Guard Counterdrug Program	Science and Technology
National Guard Public Affairs Rapid Response Team (PARRT)	Sexual Harassment/Assault Response and Prevention (SHARP) Program
National Guard State Partnership Program	Single Army Logistics Enterprise (SALE)
National Guard Weapons of Mass Destruction Civil Support Teams (WMD-CSTs)	Soldier and Family Action Plan (SFAP)
National Guard Yellow Ribbon Program	Soldier and Family Assistance Center Program and Warrior in Transition Units
National Guard Youth Challenge	Soldier as a System
National Security Personnel System (NSPS)	Soldier's Creed
Next Generation Wireless Communications (NGWC)	Stability Operations (FM 3-07)
Officer Education System (OES)	Strong Bonds
Officer Education System—Warrant Officers	Structured Self Development
Officer Retention	Survivor Outreach Services
Pandemic Influenza Preparation	Sustainability
Partnership for Youth Success Programs (PaYS)	Sustainable Range Program
Persistent Air and Ground Surveillance to Counter IED	The Army Distributed Learning Program (TADLP)
Persistent Conflict	The Human Dimension: The Concept and Capabilities Development
Physical Disability Evaluation System (PDES)	Training Counter-IED Operations Integration Center (TCOIC)
Post Deployment Health Reassessment (PDHRA)	Training for Full Spectrum Operations (FM 7-0)
Power Projection Platform	Training Support System (TSS)
Privatization of Army Lodging	Transferability of GI Bill Benefits to Family Members
Property Accountability	Transforming the Reserve Components to an Operational Force
Rapid Equipping Force (REF)	Traumatic Brain Injury (TBI)
Rapid Fielding Initiative (RFI)	Unaccompanied Personnel Housing
Real-Estate Disposal	Unit Combined Arms Training Strategies
Red Team Education and Training	Unmanned Aircraft, Raven Small System
Redeployment Process Improvements	Unmanned Aircraft, Shadow System
Referral Bonus Pilot Program	Unmanned Aircraft, Sky Warrior System
Reset	Up-Armored High Mobility Multipurpose Wheeled Vehicle (HMMWV)
Residential Communities Initiative (RCI)	War Reserve Secondary Items
Restructuring Army Aviation	Warfighter's Forums (WFF)
Retained Issue OCIE	Warrior Ethos
Retention Program	Warrior in Transition
Retiree Pre-Tax Healthcare	Warrior Tasks and Battle Drills
Retirement Services	Warrior University
Retrograde	Western Hemisphere Institute for Security Cooperation (WHINSEC)
Risk Management	Wounded Warrior Program Youth Programs
Robotics	
Safety and Occupational Training	
Safety Center Online Tools and Initiatives	

ADDENDUM B—WEBSITES

Headquarters, Department of the Army and other Commands

This site has links for information regarding the Headquarters, Department of the Army (HQDA), Army Command Structure, Army Service Component Commands (ASCC), and Direct Reporting Units (DRU).

<http://www.army.mil/institution/organization/>

The Army Homepage

This site is the most visited military website in the world, averaging about 7 million visitors per month or approximately 250 hits per second. It provides news, features, imagery, and references.

<http://www.army.mil/>

The Army Modernization Strategy

http://www.g8.army.mil/G8site_redesign/modStrat.html

The Army Posture Statement

This site provides access to archived Army Posture Statements from 1997 to 2008.
<http://www.army.mil/aps>

*The Army Staff**Personnel: G-1*

<http://www.army1.army.mil/>

Intelligence: G-2

<http://www.dami.army.pentagon.mil/>

Operations, Plans, and Policy: G-3/5/7

<https://www.g357extranet.army.pentagon.mil>

Logistics: G-4

<http://www.hqda.army.mil/logweb/>

Programs: G-8

This site provides information on material integration and management.
<http://www.army.mil/institution/organization/unitsandcommands/dcs/g-8/>

Installation Management

This site provides information about policy formulation, strategy development, enterprise integration, program analysis and integration, requirements and resource determination, and best business practices for services, programs, and installation support to Soldiers, their Families, and Army Civilians.

<http://www.acsim.army.mil/>

*Army Commands (ACOMs)**Army Forces Command (FORSCOM)*

<http://www.forscom.army.mil/>

Army Training and Doctrine Command (TRADOC)

<http://www.tradoc.army.mil/>

Army Materiel Command (AMC)

<http://www.army.mil/institution/organization/unitsandcommands/commandstructure/amc/>

*Reserve Components**Army Reserve*

<http://www.armyreserve.army.mil>

Army National Guard

<http://www.arng.army.mil>

*Other informative websites**Army Wounded Warrior Program*

This site provides information on the Army's Wounded Warrior Program which provides support to severely wounded Soldiers and their Families.

<https://www.aw2.army.mil>

My ArmyLifeToo Web Portal

This site serves as an entry point to the Army Integrated Family Network and Army OneSource.

<http://www.myarmylifetoo.com>

ADDENDUM C—ACRONYMS

AC—Active Component
 ACOM—Army Command
 ACP—Army Campaign Plan
 AETF—Army Evaluation Task Force
 ARFORGEN—Army Force Generation
 AFRICOM—Africa Command
 AMAP—Army Medical Action Plan
 AMC—Army Materiel Command
 APS—Army Prepositioned Stocks
 AR—Army Regulation
 ARCIC—Army Capabilities Integration Center
 ARNG—Army National Guard

ASC—Army Sustainment Command
 ASCC—Army Service Component Command
 AWG—Asymmetric Warfare Group
 AWO—Asymmetric Warfare Office
 AW2—Army Wounded Warrior Program
 BCT—Brigade Combat Team
 BCTP—Battle Command Training Program
 BOLC—Basic Officer Leader Course
 BRAC—Base Realignment and Closure
 CBRN—Chemical, Biological, Radiological, and Nuclear
 CBRNE—Chemical, Biological, Radiological, Nuclear, and (High-Yield) Explosives
 CCDR—Combatant Commander
 CCMRF—CBRNE Consequence Management Reaction Force
 CES—Civilian Education System
 C4ISR—Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance
 CMETL—Core Mission Essential Task List
 CMTC—Combat Maneuver Training Center
 COCOM—Combatant Command
 COE—Center of Excellence; Common Operating Environment; Contemporary Operating Environment
 COIN—Counterinsurgency
 COTS—Commercial Off-The-Shelf
 CS—Combat Support
 CSS—Combat Service Support
 CT—Counter Terrorism
 CTC—Combat Training Center
 DA—Department of the Army
 DA PAM—Department of the Army Pamphlet
 DCGS-A—Distributed Common Ground System—Army
 DMDC—Defense Manpower Data Center
 DMETL—Directed Mission Essential Task List
 DoD—Department of Defense
 DOTMLPF—Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities
 EBCT—Evaluation Brigade Combat Team
 EOD—Explosive Ordnance Disposal
 ES2—Every Soldier a Sensor
 ETF—Enterprise Task Force
 FCS—Future Combat Systems
 FM—Field Manual
 FORSCOM FY—Forces Command Fiscal Year
 GBIAD—Global Based Integrated Air Defense
 GCSS-A—Global Combat Service Support-Army
 GDPR—Global Defense Posture Realignment
 GNEC—Global Network Enterprise Construct
 HBCT HMMWV—Heavy Brigade Combat Team High Mobility Multipurpose Wheeled Vehicle
 HUMINT—Human Intelligence
 IBA—Improved Body Armor
 IBCT—Infantry Brigade Combat Team
 IED—Improvised Explosive Device
 ISR—Intelligence, Surveillance, and Reconnaissance
 IT—Information Technology
 JIEDDO—Joint Improvised Explosive Device Defeat Organization
 JIIM—Joint, Interagency, Intergovernmental, and Multinational
 JRTC—Joint Readiness Training Center
 JTF—Joint Task Force
 LMP—Logistics Modernization Program
 LSS—Lean Six Sigma
 MI—Military Intelligence
 METL—Mission Essential Task List
 MOUT—Military Operations in Urban Terrain
 MRAP—Mine-Resistant, Ambush-Protected
 MRE—Mission Readiness Exercise
 MRX—Mission Rehearsal Exercise
 MTOE—Modified Table of Organization and Equipment
 MTT—Mobile Training Teams

NBC—Nuclear, Biological, Chemical
 NEPA—National Environmental Protection Act
 NET—New Equipment Training
 NCO—Noncommissioned Officer
 NDAA—National Defense Authorization Act
 NDS—National Defense Strategy
 NLOS-C—Non Line of Sight-Cannon
 NMS—National Military Strategy
 NSPS—National Security Personnel System
 NSS—National Security Strategy
 NTC—National Training Center
 OCO—Overseas Contingency Operations
 OEF—Operation Enduring Freedom
 OIF—Operation Iraqi Freedom
 OPTEMPO—Operational Tempo
 O&M—Operations and Maintenance
 POM—Program Objective Memorandum
 PSYOP—Psychological Operations
 PTSD—Post-Traumatic Stress Disorder
 QDR—Quadrennial Defense Review
 QOL—Quality of Life
 RC—Reserve Components
 RCI—Residential Communities Initiative
 REF—Rapid Equipping Force
 RFI—Rapid Fielding Initiative
 SALE—Single Army Logistics Enterprise
 SBCT—Stryker Brigade Combat Team
 SFAP—Soldier and Family Action Plan
 SHARP—Sexual Harassment/Assault Response and Prevention (SHARP) Program
 SIGINT—Signal Intelligence
 SOF—Special Operations Forces
 SOS—Survivor Outreach Services
 TBI—Traumatic Brain Injury
 TDA—Table of Distribution and Allowances
 TRADOC—Training and Doctrine Command
 TTP—Tactics, Techniques, and Procedures
 UAH—Up-Armored HMMWV
 UAS—Unmanned Aircraft System
 UAV—Unmanned Aerial Vehicle
 UGV—Unmanned Ground Vehicle
 USAR—United States Army Reserve
 VBIED—Vehicle Borne Improvised Explosive Device
 WMD—Weapons of Mass Destruction
 WO—Warrant Officer
 WTBD—Warrior Tasks and Battle Drills
 WTU—Warrior Transition Units

Secretary GEREN. The President's budget for fiscal year 2010 is now before the Congress. It includes \$142 billion for the United States Army.

The Army budget is mostly about people, and the operations and maintenance (O&M) to support those people. Our personnel and O&M accounts make up two-thirds of the Army budget, reflecting General Abrams' axiom that people are not in the Army, people are the Army.

The Army is stretched by the demands of this long war, but it remains the best-led, best-trained, and best-equipped Army we have ever fielded, and this subcommittee's ongoing support has a lot to do with that, and we thank you for that.

Mr. Chairman, we've designated 2009 as the year of the non-commissioned officer (NCO), and I've asked that three noncommissioned officers join us today, and with the permission of the chairman, I'd like to introduce them to the subcommittee.

Chairman INOUE. Please do.

Secretary GEREN. We have Sergeant First Class, Chairman Wiles. He's a Platoon Sergeant from the 3d Infantry Old Guard. He deployed to Operation Iraqi Freedom/Operation Enduring Freedom (OIF/OEF). He's married with four children, he's from Louisburg, Tennessee. Appreciate his being here.

Sergeant Aron Aus, he's a light-wheel vehicle mechanic with the 3d Infantry Old Guard at Fort Meyer. He's been forward stationed for 15 months in Korea, and he's married with one child.

Sergeant Dulashti is a wounded warrior from Cincinnati, Ohio. He was with 82d Airborne Division, was assigned to their sniper platoon, graduated at the top of his class from AIT Infantry Sniper School, and he was deployed to Afghanistan with the 82d forward-deployed along the Pakistani border.

He was wounded during the recon and sniper mission, was caught in an ambush, and was shot through his left knee, right knee, and stomach. He is a distinguished soldier, he received a Purple Heart, Army Commendation Medal with a V-Device. Also has a combat infantry badge, and a parachutist badge.

I want to thank all three of these outstanding noncommissioned officers for joining us today. Thank you for your service.

General CASEY. I just want you to know, Mr. Chairman, that I feel a heck of a lot better with them sitting behind me than I usually do.

Secretary GEREN. As you know, at the front of every Army mission, here or overseas, you'll find a noncommissioned officer. NCOs lead the way in education, training, and discipline, and they share their strength of character with every soldier they lead, every officer they support, and every civilian with whom they serve.

Our NCOs are empowered and entrusted like no other NCOs in the world, and the most advanced armies in the world today are going to school on our model.

This year, the Year of the NCO, we're giving special recognition to them, and we're redoubling our commitment to enhance their professional development.

Mr. Chairman, as a former NCO, this year we honor you and all noncommissioned officers, past and present. Thank you for your service, and thank you for the men and women who are our non-commissioned officers, who are the glue that hold us together during these challenging times.

Currently, our Army has 710,000 soldiers serving on active duty, with 243,000 deployed in 80 countries around the world—140,000 are deployed to Iraq and Afghanistan, and additionally there are 250,000 Army civilians who are providing critical support to our soldiers around the world.

Our National Guard and our Reserves continue to shoulder a heavy burden for our Nation. Since 9/11, our Nation has activated over 400,000 reservists and guardsman in support of OIF and OEF.

Our Reserve component soldiers also have answered the call at home for domestic emergencies—hurricanes, floods, forest fires, and support along our borders.

Today, we truly are one Army—active, Guard, and Reserves, and our Guard and Reserves are transitioning from the strategic Reserve, to an operational force. And I would like to discuss some of the progress we've made in that regard.

Go back to 2001, and we spent about \$1 billion a year equipping the National Guard. We're now spending about \$4 billion a year, and that continues under this budget.

As a result, we anticipate that the last Huey helicopter, the venerable work horse of the Vietnam era, will leave Guard service by the end of this fiscal year. At that time, the Guard will have 40 light utility helicopters, and nearly 800 Blackhawk helicopters.

Over 8,000 new trucks have been provided to our Guard, the famous Deuce and a half truck is planned to disappear in fiscal year 2011. This hurricane season will be the first since 2004 in which the Guard will not have to borrow from the active component to meet its operational and equipment needs.

We've also made substantial progress in implementing the recommendations of the Commission on National Guard and Reserves. Of the 19 Army-led implementation plans, 14 are completed. Among them, ensuring that members are provided with a 2-year notice of mobilization, with orders at least 1 year out—major change, major improvement for our soldiers, and for the operation of our Reserve component.

Furthermore, although not an Army lead, we are supporting DOD improvements to increase transparency of RC-component equipment funding. Soldiers are our most valuable assets. The strength of our soldiers depends on the strength of Army families and as Admiral Mullen said recently, if we don't get the people part of our budget right, nothing else matters.

This Army budget, and this DOD budget has taken care of people as the top priority. From fiscal year 2007–2009, with your support, we have more than doubled funding for Army family programs. In this budget that we bring to you today, we include \$1.7 billion in the base budget for family programs.

In fiscal year 2009, we started a new program, we hired 279 military family-life consultants to work with our families on installations to work with the soldiers. Under this budget we will grow that to nearly 300. And we've provided full-time family support personnel, down to the battalion level, providing support and help to those volunteer spouses who carry so much of the load for deployments.

We've provided expanded childcare for families of deployed soldiers with 16 hours, per child, per month, at no cost, along with free recreational and instructional classes. In this budget, we sustain loss and SRM at levels that will ensure we continue to provide our families a quality of life equal to the quality of their service.

This budget continues improvement in the case of our wounded, ill, and injured soldiers. Your support has enabled us to add needed medical personnel, provide better healthcare for our wounded warriors and meet the needs of family members who are supporting their loved ones, and we've initiated programs to better diagnosis and treat the invisible wounds of war—post-traumatic stress disorder (PTSD) and traumatic brain injury (TBI).

With your leadership, we are investing unprecedented amounts in brain injury research. This fiscal year 2010 budget will let us advance these initiatives, address personnel shortages, improve facilities, expand research, and work toward the long-term goal of providing seamless transition from the Department of Defense to

the Veterans Affairs for those soldiers who choose to return to private life.

With 7 plus years of war in an all-volunteer force, we are in uncharted waters for our soldiers and their families. Our soldiers and families are carrying a heavy burden for our Nation, and we are working to reduce the stress on our force, and on those families.

We are working to reverse the tragic rise in soldier suicides—it's a top priority throughout our Army, with the Vice Chief of Staff of our Army serving as the lead.

We've partnered with the National Institute of Mental Health on a 5-year, \$50 million groundbreaking study, to leverage their world-renowned expertise in suicide prevention in bringing that wisdom, that knowledge, and that experience into our Army.

We're educating all soldiers in new, innovative ways of suicide risk identification and reduction, including intervention and prevention.

Every NCO in this Army knows how to recognize the onset of heat stroke, and knows what to do about it. Our goal for suicide prevention is that every soldier in our Army be able to identify the signs of potential suicide, and know what to do about it.

We also have launched new initiatives to attack the problem of sexual assault and harassment, with our Sexual Harassment Response and Prevention Program, focusing on intervention and prevention. As we work to prevent sexual harassment and sexual assault, our goal also is to become the Nation's best in the investigation and prosecution of this heinous crime. Sexual assault and sexual harassment has no place in the United States Army.

We are hiring national experts, with a highly qualified expert authority that Congress has given us to bring their expertise into the United States Army, hiring top notch investigators, and training our prosecutors. We want to be the Nation's model for the prevention, investigation and prosecution of sexual assault crimes.

And whether the problem is PTSD, suicidal ideation, the trauma of sexual assault, or dealing with any emotional or mental health issue, we're working hard to remove the stigma that has caused some soldiers to decline help.

We also are improving our business processes, and have instituted major reforms for our contracting and acquisition processes, while continuing to provide world-class equipment and support to more than a quarter of a million soldiers scattered around the world.

We have set up a two-start contracting command and enhanced training and career opportunities for contracting officers. Last year, we thanked Congress for authorizing five new contracting general officers, help us build the bench that had been depleted over the last 20 years.

We're adding nearly 600 military, and over 1,000 civilians over the next 3 years for our contracting workforce, also reversing a trend that began in the early nineties of depleting the contracting workforce. We're turning away from contractors, and turning toward in-sourcing and hiring as civil service, and training those civil service.

Being a good steward is more than just money. Our goal, also, is to lead the Department of Defense and the entire Federal Gov-

ernment in protecting the environment and saving energy. And I'm pleased to report that the Army has won several awards in recognition of our environmental efforts.

The Army's energy security strategy reduces energy consumption and carbon dioxide emissions by using innovative technologies for alternative and renewable energy, including wind, solar, and geothermal.

At Fort Carson, we've recently completed a 2 megawatt solar project that covers 12 acres. We have solar projects now at 28 locations, and geothermal projects at many others. We are in the planning stages for a 500 megawatt solar farm at Fort Irwin in California, bigger than any solar project in the country today.

This year we've begun—and we'll complete it over the next 2 years—we are acquiring 4,000 electrical vehicles to use on installations. You can see some of those today at Fort Meyer; these 4,000 electric cars will cut the Army's fuel consumption by 11.5 million gallons, and reduce carbon dioxide emissions by 115,000 tons per year. And our plan is to invest over \$54 billion in green buildings by 2012, leading the Department in the investment in this new technology. It will help us save over 30 percent in energy consumption on our building program.

In theater, our investment of the filming of tents slashes the energy use at our FOBs and reduces the number of convoys taking fuel over dangerous routes to remote locations.

And I'm pleased to report that we are on track to finish the base realignment and closure (BRAC) by September 2011.

Mr. Chairman, in summary, we are a busy, stretched, and stressed Army, with soldiers, civilians and Army families doing the extraordinary as the ordinary every single day. Our Nation's finest young men and women are ready to respond to whatever our Nation's leaders demand, around the world, and here at home.

In 2008, in this time of war, nearly 300,000 men and women are reenlisted in our United States Army. They're volunteer soldiers and volunteer families. They're proud of what they do, and they're proud of who they are.

For the past 7½ years, we've watched soldiers go off to war, and watched their families stand with them, and watched our Congress stand alongside them every step of the way.

Mr. Chairman, and members of the subcommittee, thank you for your support of our soldiers and their families, and for the resources and support you provide them, every year. Thank you very much.

Chairman INOUE. I thank you very much, Mr. Secretary, for your very comprehensive report, and a very hopeful one.

May I now recognize General Casey?

ARMY POSTURE

General CASEY. Thank you, Mr. Chairman, Senator Cochran, Senator Bond. Great to have the opportunity here today to update you on the 2010 budget, and really, where we are as an Army.

And I'd like to give you a little progress report about what we've accomplished here over the last year, and then talk a little bit about the way ahead.

You may recall that last year when I talked to you, I said the Army was out of balance. I said that we were so weighed down by current commitments that we couldn't do the things we knew we needed to do to sustain this all-volunteer force for the long haul, and to restore a strategic flexibility, to prepare to do other things.

I can tell you that we have made progress in getting ourselves back in balance, but we are not out of the woods, yet.

In 2007, we developed a plan based on four imperatives, the four most important things we said we needed to do to put this Army in balance—sustain our soldiers and families, continue to prepare our soldiers for success in the current conflict, reset them effectively when they return, and continue to transform for an uncertain future. And I'd like to give you an update just on the—where we are on our six major objectives, here.

Our first objective was to finish the growth. And as you said in your opening statement, Mr. Chairman, we're actually doing a little better than that. We were originally scheduled to complete our growth in 2012, with the Secretary of Defense's support, we moved it forward to 2010, and as of this month, all of our components—active, Guard and Reserve—have met the end strength targets that they were originally to meet in 2012, and that's a big lift for us.

Now, we still have to put those people in units, and match them with the equipment and the training, and there's about 20,000 spaces to do that, but that's a very positive step forward, here.

A positive step forward from a couple of perspectives—one, it allows us to begin coming off of stop-loss this year. And the Reserves will begin coming off in August, the Guard in September, and the active force in 2010, and we will—what that means is we will begin deploying units without stop loss on those dates.

This has always been our goal, as we have built our modular organizations and put them on a rotational cycle, and we're on track to meet that goal by 2011.

Our second key objective was to increase the amount of time that our soldiers spend at home between deployments. And over the past 2 years, I have come to realize that this is the single-most important element of putting our forces back in balance.

And it's important from three perspectives: one, so that our soldiers have time to recover from these repeated combat deployments. Second, it gives them a more stable preparation time for their next mission. When they're home just for 12 months, they have to start going to the field shortly after they get back, and that doesn't give them the time that they need to recover.

And last, it gives them time to prepare to do other things, besides Iraq and Afghanistan. I will tell you that originally in 2007, I thought we would get not quite to 1 year out, 2 years back, by 2011. But the President's drawdown plan in Iraq, if it's executed according to plan—and I have no reason to doubt that it will be—we will get—we will do slightly better than that. And that's very important for us, because we must increase the time our soldiers spend at home if we are going to get ourselves back in balance.

The third thing, element of balance, Mr. Chairman, is we are moving away from our cold war formations, to formations that are far more relevant today. And in 2004 we began converting to modular organizations. We're 85 percent done. That's about 300 bri-

gades who will convert—have converted or will convert—between now and 2011.

We're also two-thirds of the way through re-balancing the force—taking soldiers who were in skills we needed more in the cold war, and putting them into skills more relevant today. That's about 150,000 people that will change jobs.

Let me give you an example—since 2004, we have stood down about 200 tank companies, artillery batteries, and air defense batteries, and we have stood up an equivalent number of military police companies, engineers, special forces, and civil affairs companies, the skills that you hear that we need every day.

So, put together, that's the largest organizational transformation of the Army since World War II and we have done it while we were deploying 150,000, or 140,000 over and back to Iraq and Afghanistan every year. A huge accomplishment for us.

Fourth, we're moving to put the whole Army on a rotational cycle much like the Navy and the Marine Corps have been on for years, and we believe that is the only way that we can one, field trained and ready forces regularly for our combat commanders, but two, to give our soldiers and families a predictable deployment tempo, and we're well on our way to being able to do that.

Fifth, as the Secretary mentioned, we're about halfway through our rebasing effort. With the base realignment and closure reposituring, modular conversions, and growth of the Army, we will actually restation about 380,000 soldiers, families, and civilians between now and the end of 2011. That's a huge accomplishment, but it is resulting in a great improvement in the quality of the facilities for our soldiers and families.

And our last objective, Chairman, is to restore strategic flexibility—the ability for our soldiers to quickly do other things. And again, that's a function of the time they spend at home, and what I've told our soldiers is, that if you're home for 18 months or less, stay focused on your current mission. If you're home for 18 months or more, begin rekindling the skills that may have atrophied during your time in Iraq and Afghanistan. And as we progressively have more time at home, we will progressively rekindle those skills.

So, to wrap up, we have made progress, but we are not out of the woods, yet. And the next 12 to 18 months are going to continue to be difficult for us, because we will actually increase the numbers of forces we've had deployed as we make the shift from Iraq to Afghanistan before the Iraq drawdown starts. So, we get through the next 12 to 18 months, Mr. Chairman, I think we'll be in fairly good shape.

Now, let me just say just a couple of words, if I might, about each of the imperatives and what this budget does for those imperatives.

First of all, sustaining our soldiers and families is, as the Secretary said, our first priority, and this is where the budget makes a difference. Housing, barracks, child care centers, youth care centers, warrior transition units, operational facilities, all of that is in there, and all of that is critical. We are continuing to work hard to deliver on our soldier-family action plan, and we have more than

\$1.7 billion in this budget for soldiers and families—that's about double what it was 2 years ago.

I can tell you, I've just finished—in the last 7 weeks—visiting five of our installations in the United States, visiting soldiers in Djibouti and Afghanistan. My feedback to you, Chairman, is the families continue to be the most stretched and stressed part of the force, which is why we're taking—paying so close attention to improving what we're doing for them.

On the prepare side, probably the most significant accomplishment in the last year is the fielding of about 10,000 mine-resistant, ambush-protected (MRAPs) to our soldiers in theater, and they have made a huge difference. And I talked to some of the crews in Afghanistan, and they said, "Well, sometimes it was harder to drive off-road," but anybody that had been hit by an improvised explosive device (IED) can survive, spoke glowingly of it, and so it's made a huge difference.

Third, on reset—we are putting the whole Army on a 6-month reset model. This is a work in progress, but the money that is in the base and the OCO budget, here, about \$11 million for reset is essential to our ability to continue to deploy our forces for combat in Iraq and Afghanistan.

Last, transforming. And you mentioned an era of persistent conflict, Mr. Chairman, I could not agree with you more. And I believe that to see that—for us, for our country—to succeed in an era of persistent conflict, I believe that we need land forces that can, one, prevail in a global counterinsurgency campaign; two, engage to help others to build the capacity to deny their country to terrorists; three, to provide support to civil authorities both at home and abroad; and four, deter and defeat hybrid threats and hostile state actors around the world. And we are building an Army to do that.

It's an Army that has a versatile mix of tailorable organizations, and that's organized on a rotational cycle, so we can provide a sustained flow of trained and ready forces to combatant commanders and against unexpected contingencies. The budget will help us continue on a path to building that force.

And Mr. Chairman, Secretary Geren mentioned the Year of the Non-Commissioned Officer. Thank you for your service as an Army noncommissioned officer and I recognize these three great non-commissioned officers here.

I'll close with a story about Staff Sergeant Christopher Wayers, who received the Distinguished Service Cross for actions in Baghdad in April 2007. He was riding on a Stryker vehicle in a patrol when a Bradley fighting vehicle in front of him struck an IED. The Bradley burst into flames. He realized that the crew was still inside, he left his Stryker, fought his way to the Bradley, dragged out the driver and one of the crewman back 100 yards to his Stryker, provided aid to them, when he realized there was still another soldier left in the vehicle.

Again, fighting his way across 100 yards of open space back to the Bradley vehicle, he went inside, the ammunition was cooking off, and he realized that the soldier inside was dead. He went back to his vehicle, got a body bag, went back and recovered the fallen soldier out of the vehicle. That's the kind of men and women that

you have in your Armed Forces today, and that's why our non-commissioned officers are the best in the world at what they do.

Mr. Chairman, Senators, thank you for your attention, and the Secretary and I look forward to handling your questions.

Chairman INOUE. I thank you very much, General.

And through you, we thank all of the men and women of the Army, and those three men there—thank you very much. We appreciate your service to our Nation.

GROW THE ARMY

General, in January 2007, a decision was made to build up to 48 active combat brigades. Recently, Secretary Gates announced that it will be stopped at 45. Now, will this have an impact on the Army? If so, what will it be?

General CASEY. Chairman, I would tell you that it will have a negligible impact on our ability to put ourselves back in balance by 2011. All of those brigades were scheduled to just start being built in 2011, and we actually had already had to slip two of their starts, one 6 months, and once a year. So, it will not have any kind of a significant impact on our plan to get ourselves back in balance.

It will also—not building those brigades—will actually have a positive impact on our ability to fill the rest of the units that we are building and deploying, with an increased level of manpower. Our manpower is probably our most—our personnel system is probably our most—stretch system. And we have a good number of soldiers who are unavailable to us to put in units, because they're already deployed on a transition team, or in headquarters. They're in a warrior transition unit, or running a warrior transition unit, or they have some type of nondeployable, disabling injury. And so, this helps us—gives us a little edge, here, to fill those forces.

And the last thing I'd tell you, Mr. Chairman, is that the Secretary of Defense has left the door open that if conditions don't abate as is our plan in Iraq, and he's left the door open for us to continue to grow those, if we still feel them necessary. So, I am comfortable with that decision.

Chairman INOUE. So, you're saying, then, it won't have an impact on dwell time, either?

General CASEY. The number of brigades—a month or two. On overall drill, overall dwell. So it is not, as I said, a significant impact on us.

Chairman INOUE. Thank you very much.

STRYKER

Secretary, in order to maintain the industrial base of the Stryker, we have to purchase 200 deployed. I notice that we're planning to do much less than that. Is there anything we can do?

Secretary GEREN. We are constantly weighing our needs for the Strykers and Stryker replacement. As far as examining the industrial base issue, it's not something that, at the Army level, we have focused on, and what I'd like to do is get back with you on that, if I could.

And I know the Office of the Secretary of Defense (OSD) has been focused on the industrial base issue for many of the manned ground vehicles, as well as many of the other systems, so to give

you a full answer as to the impact on the industrial base, I'd like to get back to you for the record, if I could, Mr. Chairman.

[The information follows:]

The contractor for the Stryker Family of Vehicles, General Dynamics Land Systems (GDLS), has stated that a yearly production of 240 Stryker vehicles is the minimum sustainment rate to maintain the production facilities at Anniston Army Depot, Alabama, and London, Ontario (Canada). At the time of the hearing, the projected fiscal year 2009 production was 82 Stryker vehicles. To mitigate the risk of not maintaining the minimum sustainment rate (MSR) in fiscal year 2009, the Army laid the groundwork for adjusting the fiscal year 2008 Stryker delivery schedule over a longer period of time to maintain the MSR while allowing the Army time to complete the Quadrennial Defense Review that will assess force structure and force mix. Subsequently, Congress has increased the Stryker program's fiscal year 2009 Overseas Contingency Operations (OCO) funding by \$200 million in addition to the original \$112 million request from the fiscal year 2009 OCO. An additional \$238 million became available as a result of vehicle contract definitization. Stryker vehicle procurement in fiscal year 2009 is now projected at 353 Stryker vehicles (271 Strykers above the original 82 projected).

Chairman INOUE. And do you have plans to continue getting something equivalent to the Stryker, if that base runs out?

Secretary GEREN. We expect to have the Strykers in our—as part of the inventory of our Army many years into the future. I've seen nothing that would project that we would be phasing them out.

We do have plans, we've got a partnership with the marines to come up with another joint vehicle. We're also looking at—as we develop the new manned ground vehicle, after we made the—after the Secretary made the decision to start the future combat system, manned ground vehicle system. So, we are looking at all of our—the future of all our vehicles, going forward—looking at them as they relate to each other, but I know the Stryker is certainly an important part of our future.

Chairman INOUE. Do we have any plans to acquire Stryker ambulances?

Secretary GEREN. At this point, our requirement for Stryker ambulances has been addressed. I know it's an issue that has been raised, and we're going to study it further, the House Appropriations Subcommittee on Defense has put additional ambulances, MEVs, in their appropriations bill, and we're going back and looking at our requirements in that regard. At the present time, we believed that the requirements that we had had been met with our budget, but that issue has been raised with Chairman Murtha's subcommittee, and we're going back and revisiting that issue.

Chairman INOUE. Thank you.

May I recognize the vice chairman?

Senator COCHRAN. Mr. Chairman, thank you.

HELICOPTER PILOTS

One of the priorities that has been announced by the Secretary of Defense for the Army would be to increase the number of helicopter units that are deployable and can be deployed to the theater where they're needed.

A recent article stated that there was a shortage of pilots—up to 300 personnel—to meet the needs for Army helicopter crews.

Mr. Secretary, we understand that there has been a new initiative begun, to recruit and train more helicopter personnel. Could

you give us a status report on how that is going, and what your outlook is?

Secretary GEREN. Well, this budget includes an additional \$500 million over the original proposed budget for 2010 to recruit and train helicopter pilots. Secretary Gates recently went to Fort Rucker and met with the leadership down there, and has tasked the Army to look at the infrastructure, look at our capabilities to support the training requirements.

We have helicopters in the inventory that are not being used to the maximum extent, and this additional \$500 million will allow us to bring additional trained pilots and crew into the Army, and allow us to better utilize those existing assets. But we are looking at what the future requires for development of that capability down at Fort Rucker, and are putting together a proposal to enhance the infrastructure and the resources down there.

Senator COCHRAN. How many total personnel will be needed to meet the shortfall of helicopter personnel? If we provide the \$500 million, as requested, when do you expect you'd be able to have the personnel trained and assigned to deployable units?

Secretary GEREN. I don't have the insight on—the Chief, if you could get—I'd like to get back to the record on that. I don't have the answer with me, but I'll certainly let you know. We're working to identify the resources that we'll need, the infrastructure that we'll need, and lay out a game plan for applying those funds.

[The information follows:]

HELICOPTER TRAINING

Currently, the Army trains an annual student load of 1,200 with 442 instructor personnel (includes 228 instructor pilots). We will increase student output in a phased approach over 2 to 4 years. In fiscal years 2010 and fiscal year 2011, the annual student load will increase to 1,375 with an increase of the instructor staff to 568 (includes 312 instructor pilots). Army will reach its training requirement of 1,498 between fiscal year 2012–14. Increasing from 1,375 to 1,498 is dependent on the delivery of additional aviation motion simulators. New simulators that are needed are three TH-67 Instrument Flight Trainers, one CH-47D Operator Flight Trainer, one Longbow Crew Trainer, and to convert three UH60A/L Instrument Flight Trainers to Operator Flight Trainers. Delivery and conversions of the above simulators are projected in fiscal year 2011–14. A total of 624 instructors (includes 334 instructor pilots) will be required to support the 1,498 sustained training requirement for fiscal year 2014 and beyond. Finally, the effect of increased trained pilot output will be evident immediately in fiscal year 2010, when deploying units in all three Army Components will start receiving a greater number of initial rotary wing trained pilots. The number of trained pilots will increase by 12.7 percent (1,375) in fiscal year 2010 and will increase by 20 percent between fiscal year 2012 and 14 (1,498) over the current fiscal year 2009 (1,200) output.

FIRE SCOUT UAS

Senator COCHRAN. Another program—deployment program and procurement—involves the unmanned aerial systems (UAS), a tactical, vertical takeoff capability, the Fire Scout unmanned aerial system is the description given of the unit to be built. How soon do you think an operational Fire Scout—will be able to be delivered to the Army for evaluation?

General CASEY. Senator, that Fire Scout is currently part of our—the spinout program of the future combat system—and it is moving forward in its development. I do not recall when the first

unit will be delivered to us for testing, but I would say, it's in the next 3 to 4 years.

[The information follows:]

Class IV Unmanned Aerial System, XM-157 (Fire Scout) will begin testing on April 29, 2011 under the current System Development and Demonstration program schedule.

ARMY END STRENGTH

Senator COCHRAN. General, I understand the Army is over the end strength by 1,500 personnel. Do you think the goal can be attained by the end of the fiscal year? Or, what is the outlook for dealing with that?

General CASEY. In this town, there's always good news and bad news, isn't it, Senator? The good news is, we've met our end strength targets early, the bad news is we have to pay for it for the rest of this year.

But I do believe, to answer your question, that we will be able to get down and meet our end strength targets at the end of this year.

Senator COCHRAN. That's good. Well, we wish you well, and we want to be sure that the bill that we recommend provides the funds that are needed to meet those goals.

Chairman INOUE. Thank you very much.

Senator Bond.

Senator BOND. Thank you very much, Mr. Chairman.

And welcome, Secretary Geren, General Casey. Thank you for being here today. Special thanks to Secretary Geren for your steadfast service on behalf of the Army. You've been a great champion for our Nation's most vital asset—our assets, our troops and their families, and a very capable Secretary. I particularly applaud your talking about fully resourcing the Guard, which is where we've made great progress—and it's been needed in the last few years.

The electric vehicles that you're talking about, we will be making some light-duty electric trucks and vans in Missouri that we hope will be competing for some of those—for some of that opportunity.

MANNED GROUND VEHICLES

General Casey, we look forward to working with you, and thank you for leading the Army. You referenced the future combat systems (FCS), of course, we all know it took a big hit, the manned ground vehicles. And what is the way forward the Army plans to do for bringing into the FCS system manned ground vehicles?

General CASEY. Thank you, Senator. And for giving me the opportunity to comment on that.

First of all, it's only the manned ground vehicle element of the FCS program that will be stopped. All of the other elements of it—the network and the spinouts—are not only going to go forward, but they will be fielded to all 73 brigade combat teams.

What we plan to do—there's a meeting going on this week—it's called the System of Systems Design Review. And when that is over we, with the Department of Defense, will issue an acquisition decision memorandum that will halt the future combat systems program as we know it today. And we will then work with the contractor to split out the manned ground vehicle from the other sys-

tems so that the—and attempt to do that in a way that does not slow the development and fielding of the spinout.

We have already begun and given direction to our training and doctrine command to build a development document for a new ground combat vehicle. And as we went through the discussions on this program with the Secretary of Defense, I could not convince him that we had sufficiently integrated the lessons from the current fight—

Senator BOND. That would be incorporating the v-shape to the MRAP, as well as the IEP protection on the sides? Is that—

General CASEY. Exactly, those kinds of systems.

And the good thing is, what we've gotten from the future combat system program, is we know the state of technology for those type of protective systems. I mean, we're at the limits of it, right now. And so, we will work to include both lessons from the current fight, and what we've learned from technology, and build a better vehicle. And build a better vehicle with the support of the Secretary and the Department of Defense, which I think will significantly help us move this forward.

We—our goal is to come forward after Labor Day—with a new concept, design for the new manned ground vehicle, so that we can move forward, and our attempt will be to get a new vehicle in 5 to 7 years, and so we don't stretch this process out, any longer than it is.

Secretary GEREN. Let me add one thing, if I might, Senator.

Senator BOND. Sure.

Secretary GEREN. Just so there's no misunderstanding on this one. The Secretary made the decision to terminate the manned ground vehicle, he included within that the non-line of sight cannon. It's actually a separate program under the authorization bill, but there's been some question about whether or not that was included in the Secretary's decision. He's made it clear that it covers the manned ground vehicles, and the non-line of sight cannon. So, just for the record, I wanted to—

ARMY NATIONAL GUARD END STRENGTH

Senator BOND. Mr. Secretary, turning to the Army National Guard, I'm concerned about some of the personnel readiness. The Guard has over 73,000 troops activated in support of OIF and OEF, and they had over 300,000 call-ups since 9/11.

And there's no question they're doing a tremendous job, whether it's fighting insurgency, assisting local Afghanis in agriculture development, but as the Army expands to 547 active duty, or whatever the number will be—I'm concerned that the Guard force will be stretched thin. The Guard has stated that the current operational environment requires a 371,000 soldier end strength. Does the Army have a—Guard have enough troops to fulfill its mission, both at home and abroad? With an end strength of the 358,000 outlined in the current budget?

Secretary GEREN. What the Secretary of Defense has directed us, the current end strength holds for active Guard and Reserve are set for this year, but he has left the door open to reconsider that issue, as we get into the future, if circumstances require additional end strength.

But, with the Guard, as the Guard has transformed from a strategic Reserve to an operational force, many of the changes that they have underway are allowing them to better utilize their—the resources and the personnel.

The Guard is going toward the R-4 Gen model, with the goal of 1 year deployed, 4 years at home. As you know, modularity, as well, with this additional equipping—we're doing a better job in the, frankly, with—much of this came from congressional leadership on the medical and dental readiness, so we've got a much higher percent today—almost double the medical-dental readiness that we had just 4 years ago.

So, the transformation that the Guard is going through, with extraordinary leadership that's coming out of these Guard officers and NCOs that have had the experience of these last 7 years, is they're transforming building a new Guard.

Is the end strength number exactly right? It is set for this year, and they're having to reduce the numbers to get to that end strength total by the end of the year—I'm confident that they will. But I—for the time being, we're set at that end strength. We're working to make sure that the personnel in the Guard is assigned to the right MOSs, has the proper training, and is properly equipped and is ready, from a medical standpoint.

So, I think we're where we need to be for the moment, and as the situation changes over the coming years, we'll see what the demand signal is, and have a better sense of whether that's the right number, long term.

ARMY NATIONAL GUARD EQUIPPING

Senator BOND. Mr. Secretary, I'll have several other questions for the record, but about—on the equipment issues, as you indicated, you've made great progress in the way you track equipment procurement and distribution. The current tracking procedures are very labor-intensive, but if the Army can institutionalize and automate them, the Army National Guard should have the full visibility of resources intended for it by Congress. But how would you suggest the Army increase the transparency in the allocation of equipment to the Army National Guard, in light of the emerging threats that require a host of contingencies, both at home and abroad?

Secretary GEREN. One of the most important initiatives from the Ponarous Commission, we're working with OSD on it, OSD is working across all of the services on this issue, coming up with a system and approach that will allow us to have the kind of transparency that we'll be able to track the procurement and follow the equipment to the Guard unit, and keep track of it there.

It's—as we've learned, as we've dug into it over the last 7 or 8 months, and it's easier said than done, but we're building systems to enable us to do that. It's partly a technical challenge, but partly just a commitment to get it done. It's an area that I think it really had suffered from some neglect over the years. There was not a commitment to ensure that we could track it.

Dr. Gates has made it a priority for all of the services, OSD really has the lead on it, but we're working with them to ensure that we accomplish that. It's a very high priority for us.

Senator BOND. Thank you very much, Mr. Secretary, General.
Thank you, Mr. Chairman.
Chairman INOUE. Thank you.

STRESS ON THE FORCE

Gentlemen, I'd like to submit my questions for the record, but I want one other question, Mr. Secretary, General.

In recent years, divorce and suicide rates have sharply increased, and the day before yesterday, five men were killed by a stressed out patient, I believe, stressed. This was at a stress clinic. Do you believe that the initiatives that we are taking to address these problems is sufficient, sir?

Secretary GEREN. Mr. Chairman, I think the initiatives that we have underway are steps in the right direction. But this is a very stressed force, and as General Casey noted, our families are perhaps the most stressed component of our all-volunteer force.

The investments that we're making are going to help better support families. Long term, I think the most important thing we can do is increase the dwell time, move it beyond the—currently 1 to—about 1.3 that it is today, and get to the R-4 Gen model of 1 year deployed to 2 years at home—ultimate goal, 3 years at home. I don't think there's any substitute for giving these soldiers and these families time together.

These investments we're making, we believe, will better support the families, but there's no substitute for the families being together—the family unit being together, and being able to support each other.

So, long term, the most important initiative is to get the demand in line with our ability to provide forces, and ensure that our soldiers have the time to be home, be with their families, regenerate, reconnect with their families.

You mentioned this, the tragedy of suicide. As we attempt to better understand suicides, we see in these suicides that we can determine the cause, it's the same issues that cause people to commit suicide on the outside.

Mostly, at the top of the list, it's problems with relationships—failed relationships—divorce, some type of failure of a very significant relationship, either with a husband and a wife, or a parent and a child.

And when you have the kind of separation that our soldiers are experiencing from their families, some soldiers on their third, fourth, and fifth deployment, it's obvious that that's going to put a relationship under strain. And in some cases, push a family to the breaking point.

So, we are investing—the Chief and I spend a lot of time listening to spouses, and talking to children, figuring out what we can do to help them. But long term, ultimately, there's no substitute for soldiers having time with their families. And the most important initiative in relieving the stress on this force is going to be get on this R-4 Gen model, and have the soldiers be able to spend more time at home.

Chairman INOUE. General.

General CASEY. Could I add to that, Mr. Chairman? Because you asked, are we doing enough.

COMPREHENSIVE SOLDIER FITNESS PROGRAM

We are putting the finishing touches on a program called the Comprehensive Soldier Fitness Program, and I expect to initiate it this summer. And the intent of that program is to raise the attention that we give to mental fitness, to the same level that we give to physical fitness. And to give all soldiers the skills they need to be resilient, and to succeed in combat.

Now, a lot of people think that everybody that goes to combat gets post-traumatic stress, and you know that's not true. In fact, the vast majority of the people that go to combat have a growth experience, because they're exposed to something very, very difficult, and they succeed.

And so we're trying to give the skills to all soldiers, so that more people have a growth experience when they go.

We, actually, this week have our first group of noncommissioned officers going to the University of Pennsylvania to become master resilience trainers, to get the skills they need to go back to their unit to help them develop effective programs.

Now, we're modeling that after a program we have for master fitness trainers—we have guys that can teach you how to do good pushups. This is going to be the same type of thing for mental fitness.

We're also developing a self-diagnostic test that can be taken—and will be taken—at various times during a soldier's career, and results will be reported to them. And it will give them an assessment of where they are in several areas, and then we'll connect them to several self-help modules, so that they can get the personal assistance there, in building their resilience.

And I look to roll both of those out here, probably in the fall. But we had to get beyond just being reactive. And so this program is designed to give our soldiers the skills that they need to enhance their performance across the board.

Chairman INOUE. Thank you very much.

Senator Leahy.

Senator LEAHY. Thank you, both.

General Casey, and Secretary Geren, so good to see you both. I know you both know the 86th Mountain Brigade, that's upward of 1,800 very proud citizen soldiers from the Vermont Army National Guard are going to begin a deployment, either end of this year or early next year, to Afghanistan. They're going to make up the bulk of Task Force Phoenix, to carry out the training of Afghan troops, and I've been glad to work with both of your offices to make sure the National Guard, and also the Army National Guard, to make sure they, the brigade has the equipment it needs, as well as the vehicle and body armor.

MINE-RESISTANT, AMBUSH PROTECTED VEHICLES

What I have been concerned about are the increased use of roadside bombs. I mean, not just—obviously not just for the Vermonters—but for all of our service people that are over there. The MRAP, which is the best protection against that has—requires paved roads, is fairly heavy—you know better than I—it doesn't work well in undeveloped Afghanistan.

I understand the overseas contingency operations, a portion of the budget includes a request pending for the so-called MRAP all-terrain vehicle (ATV). I talked with Secretary Gates about this, when he was here before this subcommittee. I sent him a personal note about it. Will that remain a priority? I would like very much to see that, get it into operation, I know we have testing, and so on, but can I just kind of raise that up into the level of you two gentlemen?

Secretary GEREN. Very high priority—the same type of priority emphasis that led to the very rapid development and fielding of the original MRAPs, once the decision was made to go forward—that same type of commitment is behind bringing the—this MRAP ATV, or some are calling it “MRAP Light,” but a lighter version that would be more suitable for the Afghani terrain. A top priority for the Department, I can assure you.

Senator LEAHY. General Casey.

General CASEY. I was just going to say, Senator, I was there about 10 days ago, and heard, basically, the same thing that you said about—that there are off-road challenges with some of the larger MRAPs. But, what the soldiers do, is when they go on patrol, they figure out where they’re going, and then they tailor the mix of vehicles that they take with them for that mission, and they vary the mix of up-armored RVs and MRAPs, depending on where they’re going. And so they’re quite agile at doing that. But as the Secretary said, this lighter MRAP is, indeed, a priority, and we will continue to work that.

I will also tell you that we are working to integrate the MRAP into the design of all of our units. And, you know, those—the MRAPs have been procured by the supplemental budgets for the forces in the field. But we, I’m sure, like you believe that the improvised explosive device is going to be part of any battlefield that we deal with in our lifetime. And so those need to become an integral part of our force.

Senator LEAHY. And I would add, again, Secretary and General, that I don’t raise this just out of a parochial concern for the 1,800 from Vermont, but for obviously, for everybody who is there. And for the flexibility that you might have in being able to train Afghans take over something.

And I realize, also, that as you say about planning where you’re going, but of course we also have times when the deployment is on very, very short notice—there’s been an ambush, there’s been other things that you see probably too often in the reports from there.

ARMY NATIONAL GUARD END STRENGTH

And I also noticed, Mr. Secretary, the Army Guard has planned to get to 100 percent readiness, fully manned units, no more cross-leveling. When it deploys, it would not have to raid other units for people. To get that plan in place—which I think is a good plan—you have to ensure every unit in the Guard’s force structure has all of the people it needs, the end strength of the National Guard to have to get to 371,000, I’m told, and a special holding account for those awaiting for training.

I understand the Army’s approved the holding account, but not the formal increase in the size of the force. Am I correct on that?

Is that just being—is that just a monetary issue—or will we get to that?

General CASEY. Senator, we're working with them to reduce their training backlog of new recruits, because the challenge the Guard has is they recruit for a position, and until that soldier has been through basic training and advanced training, they're not qualified in their skills, so the unit cannot count them as a ready soldier, and we're working with them to reduce the backlog.

We have not increased the end strength beyond the 5—358,000 that was their target for fiscal year 2011.

Senator LEAHY. Will it be increased?

General CASEY. I do not—I don't see it. We're going to continue to work closely with the Guard on this, Senator, but I do not see an end strength increase for the Guard in the near future.

Senator LEAHY. I'm not quite sure how I see you doing this—how you get away from no more cross-leveling, and the rating.

General CASEY. We spoke—the Secretary and I both spoke in our opening statements about putting the Army on a rotational model—it's not just the active Army. It's also the Guard and Reserve. And our goal by 2011, is to have the Guard and Reserve on a 1 year out, 4 year back model.

And what happens is, their readiness—both personnel and equipment—improves as they get closer to deployment. And just as—this is the same model that we will use for the active force. And that is the method that we are using to decrease cross-leveling.

We're never going to get completely away from cross-leveling. But it's this rotational model that gives us much better flexibility to build capability.

So, in the first year, availability, they have every piece of equipment and all that the active force has, and they're manned for the mission. In the second year, they're manned at a little slightly lower level for their training, on the third year, slightly lower than that.

Senator LEAHY. And I'll close with this, on having the equipment, Senator Bond and I, we're co-chairs of the Guard Caucus, which both Members—both parties—belong to, here.

EQUIPPING

We've written to you on the question of more transparency of where equipment goes—we appropriate the money for it, and we kind of lose sight as it comes off the assembly line, where it goes. I would just kind of give you a heads up that you're going to, kind of, follow-up question on that, because I really would like to see more transparency—which is actually to your advantage. Because if you have the transparency, you also have the ability to have some flexibility.

If there's a concern here that it's not being done the way we want it, you're going to have these scriptures written into the appropriations law, which actually doesn't help you, and ultimately it doesn't help us.

Secretary GEREN. No, we're working—it's one of the most significant initiatives under the Punaro Commission, this transparency, and something we're working with OSD on, for the—all of the services Reserve component—this transparency has been a struggle for

us. We're working to put together a system so that we will be able to track that equipment. Dr. Gates has made it a high priority, we certainly, in the Army, embrace it. It's a very high priority, and we'll—and are working hard to develop the processes and procedures to enable us to do that.

And just the fact that it's become a very high priority for the Department—Congress, you all have made your intentions well-known in that regard. It may have taken us a little while to get the message, but we've gotten it, and we're working it very hard. We understand the importance of it to the Reserve component, we understand the importance of it for us as we try to manage all of our forces.

I'll mention one other initiative that is significant as far as reducing the amount of cross-leveling. For the Guard units that are deploying next summer, they already have their orders—I mean, summer 2010, not summer 2009. We are now giving notice of mobilization 2 years out, and actually orders 1 year out. So, this allows every Guard unit the opportunity to manage their force, and determine who's going to stay, and start filling the holes, 1 year plus out, and much better able to manage their force.

Senator LEAHY. Thank you.

Chairman INOUE. Thank you.

Senator Cochran.

ARMY HELICOPTER MODERNIZATION

Senator COCHRAN. Mr. Chairman, I have just one other question—there have been two efforts made to modernize the armed helicopter capability for the Army, and there have been problems in both instances. I wonder whether consideration can now be given to modifying an existing platform to provide these capabilities? We've suggested in a letter to the Secretary of Defense that be considered. What is the status of that situation, and is there an interest in moving forward to select some alternative that's workable and affordable?

Secretary GEREN. There is, Senator. In fact, after we went through the—worked through what happened with the armed reconnaissance helicopter, after the Nunn-McCurdy breach, and the decision to terminate the program, we went and studied what the—we felt our options were, and concluded that our best step would be to do a full analysis of all alternatives. And we're going to begin this summer, we're going to look at all options, including what's available in modifying commercial, off-the-shelf platforms.

So, we've got the aperture wide open—it's an analysis of all of the alternatives, and then we're going to move ahead, and produce the helicopter that serves the needs of our Army, but we're starting over, really, with a blank slate and looking at all of the options that are out there.

Chairman INOUE. General Casey, Secretary, I thank you very much on behalf of the subcommittee. We thank you for your testimony and your service to our Nation.

ADDITIONAL COMMITTEE QUESTIONS

And we'd like to thank the three gallant men sitting before us, here. Thank you for your service, Sergeants.

[The following questions were not asked at the hearing, but were submitted to the Department for response subsequent to the hearing:]

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

FUTURE COMBAT SYSTEM (FCS)

Question. Secretary Geren, the fiscal year 2010 defense budget drastically changes the Future Combat System, which has long been touted as the Army's modernization program. I believe this is the fourth major restructure to the FCS program since its inception. We have spent almost \$18 billion on FCS since 2003, including at least \$4.2 billion on efforts to develop a new class of manned ground vehicles that are now being terminated, and while we have started fielding some spin out technologies, they are not delivering the capabilities envisioned by the original FCS.

Tell us Mr. Secretary, what lessons have you learned from the FCS program history to ensure the Army is developing a program that addresses the needs of the warfighter?

Answer. Army challenges to modernization remain consistent in a complex operational environment against adaptive enemies. The Army is adapting using the hard won lessons learned over 7 years of war, which highlight the demand for greater versatility, lethality, and interoperability across the entire Army.

The Army is transitioning elements of the Future Combat Systems (FCS) (such as sensors, unmanned ground and aerial vehicles, and network development) to the new Brigade Combat Team (BCT) Modernization program in compliance with the anticipated Acquisition Decision Memorandum from the Milestone Decision Authority. This proposed transition completes a shift in the Army's modernization strategy—moving from equipping only 15 BCTs with all of the FCS equipment to holistic modernizing of all Army BCTs.

The Training and Doctrine Command established a task force to work over the course of the summer to develop an affordable, incremental BCT Modernization plan. They will reexamine force design, analyze and determine the appropriate mix of systems to field in capability packages, develop incremental network capability packages to support them, and refine requirements for a new ground combat vehicle. This work will be informed by views and perspectives from a broad spectrum of thought including individuals from think tanks, retired officers, currently serving officers and civilian leaders, senior non-commissioned officers, and program managers.

We have learned much from the FCS program in the past decade and appreciate the commitment of industry to provide our Soldiers the best available equipment. We will work closely with the Office of the Secretary of Defense, Congress and FCS contractors/subcontractors in the days ahead to capture what we have learned, to implement program change decisions, to maintain the momentum of the spin-outs, and to move forward expeditiously with a ground combat vehicle.

JOINT CARGO AIRCRAFT

Question. General Casey, the budget before the Congress proposes to restructure the Joint Cargo Aircraft program by fielding the aircraft only to the Air Force, and reducing the total program from 78 airplanes to 38. One of the major reasons for the Army's participation in the Joint Cargo Aircraft has been the need to provide airlift for the "last tactical mile" to support soldiers serving on the front lines.

Will the proposals to transfer the program to the Air Force or to reduce the number of aircraft have an impact on supporting our forward-deployed troops?

Answer. It is Air Force's intent that the transfer of JCA have no negative impact on the forward deployed Soldier. The Army and Air Force have partnered since July 2005 to shape complementary capability requirements for the Joint Cargo Aircraft (JCA) program. The Army requires the JCA to focus on responsive, direct support transportation of Time-Sensitive Mission-Critical (TS/MC) resupply and key personnel transport at the tactical level ("the last tactical mile"). The Army will continue to provide time-sensitive, mission-critical, direct support with a combination of contract air, Sherpas, and CH-47s until the USAF begins performing that mission in the summer of fiscal year 2010. To mitigate the reduced number of airframes procured, the Air Force is studying the feasibility of using other cargo aircraft to supplement the C-27J. A valid requirement remains with the Army for the replacement of the C-23B/B+ Sherpa Cargo Airplane as operational and sustainment costs are exceedingly high. The Army, Air Force, Joint Staff, and Office of the Secretary of Defense are working closely together to develop operational procedures and meas-

ures to meet the Army's mission needs and to determine the final procurement quantity of Joint Cargo Aircraft. This analysis will include the potential use of C-130s to meet a portion of the Army's requirement. If a determination is made to procure more JCAs, there is still time to do that.

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

INTEGRATED VEHICLE HEALTH MANAGEMENT SYSTEM (IVHMS)

Question. General Casey, I understand that the Integrated Vehicle Health Management System (IVHMS) is providing significant maintenance, safety, and operational benefits on the UH-60 fleet.

Could you highlight some of those benefits and cost savings?

Answer. The Integrated Vehicle Health Management System (IVHMS) provides early detection of impending aircraft component failures and eliminates guesswork when performing maintenance actions. The IVHMS also provides the ability to automate preventative and recurring maintenance checks. Through the automation of regular maintenance checks such as the 120-hour vibration check, the Army will potentially realize a savings in scheduled maintenance man-hours. The IVHMS also allows insight into the health of the aircraft, which is changing the way aviation maintenance operations are planned and conducted. For example during a recent deployment to Iraq, 22 IVHMS equipped UH-60 aircraft indicated a high engine temperature and/or an excessive speed condition. These conditions normally require engine replacement for analysis. Due to the IVHMS health monitoring abilities, 21 of the 22 UH-60 engine replacements were not required, avoiding \$9.7 million in unscheduled maintenance cost. It is anticipated that IVHMS, which is an enabler of Condition Based Maintenance, will allow the Army to avoid unnecessary component removal in the future due to data collected through health monitoring systems.

Question. Further, can you provide an update on the status of fully outfitting the UH-60 fleet with the IVHMS?

Answer. As of June 8, 2009, 542 Army H-60 aircraft are equipped with Integrated Vehicle Health and Usage Management System (IVHMS) in the field (including 98 UH-60Ms that are delivered from the factory with IVHMS installed). In addition, 344 IVHMS kits were funded and are on contract for installation on the legacy fleet of H-60A/Ls, for an IVHMS equipped total of 886 (542 + 344). Therefore, 46 percent of the 1,931 H-60 objective fleet either has IVHMS installed or is funded to be installed.

Question. Is current funding adequate to outfit all of the UH-60 aircraft currently scheduled to deploy to Iraq and Afghanistan so they continue to realize the benefits of IVHMS?

If not, how much is needed by the Army to do so?

Answer. For the fiscal year 2010-11 rotation being prepared currently, only 10 aircraft will not be equipped with IVHMS kits. The cost to procure and install 10 additional kits is estimated to be approximately \$2.9 million, subject to operational availability of individual aircraft as they near their deployment date.

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

JOINT CARGO AIRCRAFT

Question. General Casey, the budget proposes transferring Joint Cargo Aircraft purchased by the Army and the mission associated with those aircraft to the Air Force. In the past, the Army has maintained that they must maintain a role in this program to fulfill a service-unique requirement to provide time sensitive, mission critical supplies such food, water, repair parts and ammunition directly to Army units? Do you support transferring this mission to the Air Force and do you see any change in requirements for the Department?

Answer. I support transferring this mission to the Air Force. The Air Force can and will support the end-to-end distribution of time sensitive, mission critical (TS/MC) equipment, personnel, and supplies to the forward deployed Army forces. There has been no change in this requirement. It is just a matter of which Service operates and maintains the aircraft to conduct the TS/MC mission. Currently, the Army and Air Force are determining the concepts of operations and employment and preparing the transfer of the Joint Cargo Aircraft (JCA) program from the Army to the Air Force.

QUESTIONS SUBMITTED BY SENATOR CHRISTOPHER S. BOND

INDIVIDUAL READY RESERVE FORCE

Question. My final question is about the Individual Ready Reserve Force, or IRR. General Casey and Secretary Geren, I know you both advocate for the movement away from calling on our IRR forces if we can prevent it. However, the realities abroad and within our armed forces present serious challenges—namely that we are fighting with men and woman who, at one point or another, believed they had completed their service obligation to their country.

Unfortunately, maintaining a robust IRR force is necessary to protect our country's interests. However, these call ups are designed for full-scale mobilization emergencies, not as manning solutions for today's multifaceted counter-insurgency. Grasping the complexities of today's battlefield is an exhaustive training process for our active duty ranks that takes months and even years.

How do you tell a 23 year old who has been out of the service for 2 years that he must re-learn the subtleties and nuances of the Afghan terrain and culture?

Now imagine he's married with two kids, maintaining a full-time job, and has never been to Afghanistan?

Answer. An IRR Soldier being called to active duty goes through a medical screening and participates in military occupational specialty refresher training, and in unit collective training. These measures reintegrate the Soldier into the force and prepare the Soldier for the upcoming deployment, just like any other Soldier who has been out of a theater of operations for any significant period of time. IRR Soldiers who have family care issues, medical issues, or other issues that would prevent them from being called to active duty in accordance with their orders, may request a delay or an exemption through the Army's Delay and Exemption Request Process. Historically, more than two-thirds of exemption requests and nearly nine-tenths of the delay requests have been approved.

Question. Clearly, many former war fighters find difficulty in summoning the requisite will, training, and discipline to carry out the full spectrum operations occurring today in Iraq and Afghanistan because they have fundamentally moved on. Many times, our deployed IRR soldiers only know how to pursue a strategy that does not center on winning, but purely how to survive, not lose, and get back home to a normal life again, before it was interrupted.

Are the odds of getting called up increasing among the IRR force?

Answer. The odds of an IRR Soldier being called to active duty depend more on his or her military occupational specialty (MOS) than on the overall population of Soldiers in the IRR. Soldiers with low-density/high-demand MOSs (e.g., Civil Affairs, Engineers, Signal Corps, and mechanics) have a higher probability of being mobilized than other IRR Soldiers.

Question. Do you believe that filling units with IRR soldiers is an effective manning solution for operations characterized by full-spectrum conflict and irregular warfare?

Answer. IRR Soldiers began their Army careers in an active status, whether it was with the Regular Army or the Reserves. They are experienced and trained Soldiers who either elect to stay in the Army past their Military Service Obligation (MSO), or are in the IRR completing their MSO. IRR Soldiers are called to active duty to fill unit vacancies in units that have been notified of their pending mobilization. Once they are assigned to a unit, IRR Soldiers are integrated into the unit and participate in their collective training prior to their deployment in theater.

QUESTION SUBMITTED BY SENATOR JUDD GREGG

THIRD GENERATION EXTENDED COLD WEATHER CLOTHING SYSTEM (GEN III ECWCS)

Question. I would like to commend the Army for its hard work and initiative in developing the Third Generation Extended Cold Weather Clothing System (GEN III ECWCS). I feel strongly that the system ensures the safety and health of our soldiers while bolstering mission readiness and combat capability. I understand that GEN III ECWCS has proven to be a combat advantage for our troops, but I remain concerned about the Army's present and future plans to fully field and fund the GEN III ECWCS.

What is the Army's requirement for GEN III ECWCS, and in the absence of supplemental funding, how does the Army plan to fund the deployment of GEN III in future years?

Answer. The Army requirement to provide its Soldiers effective protection from the environment without hindering their performance is documented in our Core

Soldier System Capability Production Document (CPD). The Third Generation Extended Cold Weather Clothing System (GEN III ECWCS) supports this requirement as a product improvement over previously fielded Soldier items. At this time, one set of GEN III ECWCS is fielded per deploying Soldier as part of our Rapid Fielding Initiative issue process. The Army's future requirement for GEN III ECWCS is currently being staffed as part of an update to the Core Soldier System CPD, and will likely be one set per Soldier.

Current GEN III ECWCS fielding is supported primarily with supplemental funding; however, there is limited sustainment funding for select layers as part of Army Clothing Bag and Central Issue Facility support. For future years the Army Staff is in the process of developing fielding and sustainment processes that will be integrated into the Equipping and Sustainment Program Objective Memorandum requests for fiscal years 2012 and beyond.

QUESTIONS SUBMITTED BY SENATOR ROBERT F. BENNETT

DUGWAY PROVING GROUND—U.S. ARMY UNMANNED AERIAL VEHICLE TESTING

Question. The Utah delegation was pleased to announce last week that Dugway Proving Ground in Utah's west desert has been chosen to integrate systems and conduct testing on the U.S. Army's Hunter, Shadow and Sky Warrior Unmanned Aerial Vehicles (UAVs).

The Army's decision to establish the Rapid Integration and Acceptance Center at Dugway could bring as many as several hundred good-paying jobs to Utah within 2 years and provide a welcome economic boost to the state. The center's primary missions will be to consolidate all acceptance testing of the Shadow, Hunter and Sky Warrior UAVs and to help the Army streamline the introduction of new UAV technology to combat units.

I consider the Utah Test and Training Range and Dugway Proving Grounds to be national assets and would welcome any plans for future expansion of the mission. It's clear in the budget materials that I have seen that the overall use of unmanned aerial systems (UAS) is increasing. In an unclassified setting could you tell me more about the U.S. Army's plans for expanding the use of UAS's and how we can support it?

Answer. Much of the Army UAS work at Dugway Proving Ground (DPG) will be related to acceptance test procedure (ATP) flights for the Shadow, Hunter and Extended Range Multi-Purpose (ERMP) aircraft. During ATP flights, the government formally accepts aircraft delivered by the prime contractors. Up to this point, these ATP flights have taken place at three separate locations. To streamline the ATP as well as other airframe integration activities, Program Manager (PM) UAS consolidated his assets and established a Rapid Integration Acceptance Center (RIAC) which is currently being moved to DPG.

Several other critical activities will take place at the RIAC. To better meet Warfighter needs, PM UAS will conduct rapid integration, flight assessment, and deployment of new UAS technologies from the RIAC into theater. At the RIAC, PM UAS will conduct rapid integration of new technologies to support not only Army priorities, but Marine Corps and Special Operations Command requirements (or other Service needs, as required). By consolidating all Army UAS aircraft and ancillary equipment at Dugway, we will have all the assets necessary in one place to accelerate and achieve true interoperability between aircraft, the Universal Ground Control Station (UGCS) and the One System Remote Video Terminal (OSRVT).

The RIAC infrastructure will allow a great opportunity to include academic experimentation. Many universities are working various technologies to include payloads, sense and avoid technologies, etc. However, they are limited as far as platform availability to validate these technologies. Having this capability at the RIAC will allow academia to bring the best of breed technologies to fruition for potential follow-on efforts and will provide better enabling technologies to the Warfighter.

The Army Reserve recently selected DPG to consolidate Reserve UAS units with PM UAS facilities. This will allow synergy for training, shared resources, etc. Additionally, the Utah National Guard (at a minimum), as well as other National Guard units across the United States, will be able to leverage the infrastructure being established for the RIAC, as well as the available airspace over DPG property.

As noted earlier, having all the assets necessary in one place allows the PM to accelerate and achieve true interoperability between the various aircraft and systems, the UGCS and OSRVT. Additionally, if the Army is truly to achieve the capability to have a universal operator, it is critical to be able to validate the technology and procedures in one location flying more than one type aircraft from one UGCS.

To truly establish a first-class facility, funds will be required to purchase hangars, office space and bonded storage. DPG has all the runway capability (near and long-term) and some temporary hangar capabilities for the near-term; however, with an influx of several systems and possibly more than 200 personnel, additional space is needed for office and hangar space over what DPG currently offers. The PM UAS staff is finalizing the facility requirements and expects to have a rough estimate of funds required in the next month.

The timeline for arrival of Shadow, Hunter and Warrior on site is staggered. Shadow is already on site at DPG for some engineering flights, to include the rewing effort and additional laser designator payload testing. Shadow ATP will be fully transitioned from Fort Huachuca by February 2010. Hunter will have its initial flight assets at DPG by late October, early November 2009, with additional test assets on site by February 2010. Warrior-A and Block-0 will also be on site around November 2009. The ERMP program will start arriving on site during 4th Quarter, fiscal year 2010 and is expected to be fully operational with its ATP process established by 1st Quarter, fiscal year 2011. Other RIAC efforts will be integrated into the schedule as they become available and approved/funded for integration and testing.

Critical to the entire success of the RIAC effort, along with other associated activities for the Army noted above, is the availability of the restricted airspace above DPG land property for the Army to fly with impunity. Recently, there have been concerns noted by the 388th Range Squadron at Hill Air Force Base (AFB) that they want to retain control of scheduling of the restricted airspace over DPG. However, with the changing mission at DPG for aircraft testing, mostly unmanned, it is imperative that the Army (DPG specifically) retain that priority for use and scheduling over its airspace. Any additional airspace needed in the Utah Test and Training Range area would be coordinated per standard procedures already in place with Hill AFB, to include long-range data link testing and weapons firing during certain flight profiles.

NATIONAL GUARD STATE PARTNERSHIP PROGRAM

Question. I'm sure you are both familiar with the National Guard State Partnership Program. The Utah National Guard has been very pleased with their experience to date in partnering with Morocco and I am pleased to report that things are going well.

I recently cosponsored S. 775, which would formalize the relationship at an institutional level if passed into law.

What can you tell me about the Army's view of this program, its effectiveness and impact on military-to-military relationships around the globe?

Answer. Senate Bill 775 would provide the National Guard with the clear, unambiguous authority needed to continue strengthening its State Partnership Program and, consequently, will ensure that the National Guard SPP continues its very effective contribution to our national security. While it does not call for any additional funds for the program, which operates with a modest budget of about \$8 million in fiscal year 2009 (drawn from both the Air Force and Army), it would codify the authority for the National Guard to continue expending funds for international activities under the SPP program, in support of our national security strategy.

The SPP plays a critical role in building capacities in strategic nations and regions throughout the world. SPP develops unique, sustainable, cooperative partnerships between individual U.S. States and Territories paired up with foreign partner countries. Today, SPP consists of 53 U.S. States and Territories partnered with 61 countries around the world.

The SPP builds partner capacity by allowing Army and Air Guardsmen to share both civilian and military experiences at the individual and unit levels. The focus of SPP remains to develop military to civilian contacts and activities that promote defense and security-related cooperation in critical areas such as emergency management and disaster response, border and port security, leadership and NCO development, medical capacities, economic security, natural resource protection, peace-keeping operations, counter trafficking, counter proliferation and counter and anti-terrorism. Additionally, SPP encourages Guardsmen to facilitate civilian, state, and local government relationships strengthen and develop broad spectrum civil security cooperation between our nation and the SPP partner.

The SPP supports military to military contacts and activities between the United States and those nations partnering with us in the SPP program. All SPP activities support the Combatant Commanders, as well as the individual mission plans of the U.S. Ambassadors.

The SPP can be measured by the support Combatant Commanders and U.S. missions around the world continue to give to the SPP, and the growing demands for SPP expansion to include more countries. The ambiguous regulatory authorities currently in place inhibit mission flexibility and resourcing necessary for the program to achieve its full potential. S. 775 will ensure that SPP can continue building strong, lasting bilateral relationships and support to key nations whose stability will in turn promote regional and, ultimately, global security.

CAMP WILLIAMS

Question. Camp Williams is one of the finest training sites in the country, offering a wide variety of training opportunities to soldiers. In addition to Utah Guard units, many regular Army, Army Reserve, Marine Corps and Air Force units utilize the facilities, both at Camp Williams and at the licensed facilities at Dugway Proving Ground. Camp Williams facilities are also used by the FBI, law enforcement agencies from across the state, and other state agencies for training and leadership conferences. It has also become a regular training area for many youth groups. To keep up with demand, the Camp is continually improving its facilities, both in the cantonment area and in its range areas.

Despite the high value the area offers for national security and law enforcement training, one of the growing issues its leadership must face is that of the expanding local communities physically encroaching the fence line and seeking to place legal restrictions on training and operations there due to issues such as noise complaints, hiking requests and spreading wildfires. These seemingly small issues have the possibility of incrementally disabling its mission that supports our national security. Will you discuss what Army efforts have been made to address encroachment issues in general and any efforts specific to Camp Williams?

Answer. Camp Williams and the National Guard Bureau (NGB) are responding to this issue through a variety of means. First, the Utah Army National Guard (UTARNG) applied for participation in the Joint Land Use Study (JLUS) program of the DOD Office of Economic Adjustment. Camp Williams made it through the nomination process, and on May 7, 2009, held a kick off meeting with a JLUS project manager from DOD.

Second, UTARNG regularly participates in the planning commission meetings of all communities in their vicinity. This helps them partner with the communities, develop relationships and a presence, and express their issues and concerns. NGB provided UTARNG with information on and examples of local ordinances and legislation that could protect their training mission from encroachment.

Third, we are developing an Army Compatible Use Buffer (ACUB) proposal. A group of installation and headquarters staff met with state and local government officials and potential partners to explain the ACUB program as a possible solution. There is considerable interest in the program from the local communities. The cost of property is extremely high adjacent to Camp Williams: a prior appraisal assessed an approximately 3,400-acre parcel at \$39 million. A concern is that the ACUB proposal would depend upon significant partner contributions as the program is currently not funded. Camp Williams is currently working on aligning willing partners and developing their proposal.

Finally, UTARNG is working with staff from the NGB to address unexploded ordnance on property along and beyond the northern boundary of the Camp Williams under the Military Munitions Response Program. As part of this effort, UTARNG will be conducting Public Safety Awareness training to educate the surrounding community about safety issues related to munitions releases that occurred in the past, beyond the facility boundaries. This effort should assist in raising community awareness of the Camp Williams' mission and the importance of maintaining a buffer around this valuable military facility.

SUBCOMMITTEE RECESS

Chairman INOUE. The subcommittee will reconvene on Thursday, May 14, at 10:30 in the morning. At that time we'll have a closed hearing to receive testimony on classified information.

And now, we'll stand in recess.

[Whereupon, at 11:38 a.m., Tuesday, May 12, the subcommittee was recessed, to reconvene subject to the call of the Chair.]