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HEARING

ON

NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2011

AND

OVERSIGHT OF PREVIOUSLY AUTHORIZED PROGRAMS

BEFORE THE

COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES

ONE HUNDRED ELEVENTH CONGRESS

SECOND SESSION

FULL COMMITTEE HEARING

ON

BUDGET REQUEST FROM THE DEPARTMENT OF THE ARMY

HEARING HELD
FEBRUARY 25, 2010

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FISCAL YEAR 2011 NATIONAL DEFENSE AUTHORIZATION ACT—BUDGET REQUEST FROM THE DEPARTMENT OF THE ARMY

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
Washington, DC, Thursday, February 25, 2010.

The committee met, pursuant to call, at 10:05 a.m., in room 2118, Rayburn House Office Building, Hon. Ike Skelton (chairman of the committee) presiding.

OPENING STATEMENT OF HON. IKE SKELTON, A REPRESENTATIVE FROM MISSOURI, CHAIRMAN, COMMITTEE ON ARMED SERVICES

The CHAIRMAN. Good morning.

Today the House Armed Services Committee meets to receive testimony on the fiscal year 2011 budget request of the United States Army.

Our witnesses are the Honorable John McHugh, Secretary of the Army, and this is his maiden voyage on that side of the table, and John, we welcome you.

[Applause.]

The CHAIRMAN. Needless to say, we are very, very proud of you, and you are off to a great start leading the Army.

Secretary MCHUGH. Chairman, can I just say—I have been here a lot, and this is the first time we have ever started with a round of applause. It won't last long. [Laughter.]

The CHAIRMAN. Your day is coming.

We have with us the Army Chief of Staff General George Casey, and we thank him for his outstanding leadership, as well.

We appreciate and express gratitude to those that you lead. Active duty, Reserve, National Guard, as well as the civilian members of your team. We are grateful for what they do for our country.

The wars in Afghanistan and Iraq continue to drive at a relentless tempo, although we hope to see some relief soon. The pace is not slacking.

To support the level of activity, the Administration has requested a $2.5 billion increase over last year's base budget level for the Army. This would support a 1.4 percent across-the-board military and civilian pay raise and support the Army's continued focus on providing support to military families, and that is so very important.

I am pleased to see the continued and sustained attention paid to the well-being of our soldiers as well as to their families.

The Army expects to enter fiscal year 2011 with an end strength of 562,400 with a potential growth to 570,000 to compensate for the

wounded warriors and other soldiers who are not presently deployable. This will ensure units that are being deployed of 100 percent being filled.

If all goes well, the number of soldiers deployed in Iraq recedes and Afghanistan maintains a steady state, I hope the Army will be able to provide units with a reasonable amount of dwell time, and we will discuss that during our questions. Between deployments, dwell time is important as it gives time to recover and to train to a full range of tasks required of them, something I fear we have neglected in.

We will like to hear, General, if we have had several discussions over the full spectrum of training, and I hope you would touch on that in your testimony today.

I remain concerned that the temporary increase in end strength is not enough to solve the problem. We saw this before when the Army began its temporary growth back in 2005. In the end, we made that temporary growth permanent.

With regard to the Army's readiness levels, I am deeply troubled by what I see. While units deployed overseas are, for the most part, properly equipped, manned, trained, this deployment readiness has come at the expense of the rest of the Army.

Despite billions in additional funding provided by Congress, these elements of the U.S. Army that are not deployed overseas remain woefully unprepared should another conflict arise on short notice.

I have mentioned before that since I have been in Congress, since 1977, we have had 12 military conflicts, none of which were foreseeable. And that is, hopefully, not the future for us, but we must be prepared for it.

The Nation is assuming a great deal of risk, while ensuring the Army should eventually be able to deploy the required forces, I worry that it may take so long to do so that critical national objectives in future conflict may not be achieved, or can only be achieved at a much higher human and financial cost.

Just as important, I am concerned that the Army's unreadiness for another conflict reduces our strategic deterrence. Any leader considering a conflict with the United States must be assured of a swift and decisive response. Yet, in terms of land and combat power, I fear that a response may not, today, be what we expect or require.

So, let me be clear that my concerns do not lie in the area of the professionalism or the skill or the devotion of duty of our Army. Those qualities have never wavered in 235 years, and they are not wavering now.

However, troops, no matter how experienced and dedicated, must be properly equipped, must be properly trained, in order to carry out the mission. Improvisation can only take a military unit so far.

I do not raise this issue to level criticism at anyone. I raise the issue because I want to understand what more can be done to reduce the risk that our Nation faces.

Before I turn to the ranking member, I wish to speak about a valued friend, a great Member of Congress, one who will be leaving us very shortly to pursue another position of responsibility. Today is the last full committee hearing for one of our most long-standing

and acting members, the gentleman from Hawaii, Congressman Neil Abercrombie.

And, I wanted to express, on behalf of all us, to our valued friend, Neil, for serving Hawaii, for serving our country for more than 19 years in this House of Representatives, on our committee, the House Armed Services Committee, Neil's hallmark has been making sure our troops have the equipment they need to protect our country and keep it safe.

And he has been an outstanding member of the committee, an exceptional chairman, and a leader in the Air and Land Forces Subcommittee.

I am really proud of what he has done. His leadership helped prompt the Pentagon to speed up the delivery of life-saving body armor and the MRAP [mine resistant ambush protected] vehicles to our forces who are on the front line.

I have been honored to serve with Neil, and I will greatly miss his wise counsel, his good humor, and his loyal friendship most of all, and I know that Congressman Abercrombie will continue to be a forceful and effective advocate on behalf of Hawaii's needs. And I ask my colleagues to join me in thanking Neil for his service, and wishing him the very best in the days ahead.

[Applause.]

The CHAIRMAN. With that, we ask our ranking member, Buck McKeon, for his comments this morning.

Buck.

STATEMENT OF HON. HOWARD P. "BUCK" MCKEON, A REPRESENTATIVE FROM CALIFORNIA, RANKING MEMBER, COMMITTEE ON ARMED SERVICES

Mr. MCKEON. Thank you, Mr. Chairman.

Secretary McHugh, General Casey, thank you for being here. We are very fortunate to have you serving our country and leading the great men and women in our U.S. Army.

Secretary McHugh, we came to Congress together in 1992. I appreciate you moving to that seat so I could take this seat. I hope you enjoyed the view there, as much as you enjoyed it here.

We are, all of us on this committee, very proud of you and the job you are doing, and your new job there with the Army. I know you have been a champion of the Army your whole career and probably in the state senate before you came here, so, glad to see you carrying on that proud tradition of the Army there.

General Casey, as you commented, you are also no stranger to this committee. A special thanks to you for your continued public service.

I recall that it was in 2007 when you first informed this committee that the Army was out of balance. You stated that balance is a state of continual readiness to provide strategic flexibility and depth, while sustaining the all-volunteer force and simultaneously meeting the current and future demands of the national security strategy in an area of persistent conflict. I will look forward to hearing from you in regards to how the Army is doing, in terms of rebalancing in both the short-term and the long-term.

You may have heard that a different kind of balance was discussed during our hearing with the Secretary of Defense and the

Chairman of the Joint Chiefs of Staff a couple of weeks ago. I commended the Department for its laser focus on the wars in Iraq and Afghanistan, but I believe the Secretary of Defense's efforts to make balance a fixture in the QDR [Quadrennial Defense Review] and the out-year budget is short-sighted, and puts the Department on the wrong path for the next 20 years.

Choosing to win in Iraq and Afghanistan should not mean that our country must also choose to assume additional risks in the conventional national defense challenges of today and tomorrow.

The Secretary admitted during the hearing that for the period from now until 2015, I believe that we can live within the numbers that we have been given and that our forecast for us without sacrificing force structure, but beyond that time, the Defense Department cannot sustain the current force structure without real growth on an annual basis to somewhere between 2 percent and 3 percent.

Don't get me wrong. For the Army, there are many good things in this budget. This budget request allocates $3.2 billion for the Army's revamp Brigade Combat Team modernization program, and provides $6 billion for Army aviation.

The addition of two aviation brigades is long overdue, and I hope the Army is successful with its efforts to go forward with the ground combat vehicle program. However, I am concerned about the decline in research and development funding.

From 1980 through today, our investment in basic defense research as a percentage of GDP [Gross Domestic Product] has declined by 50 percent. For the Army alone, advanced technology and component funding is 50 percent less in this budget than what was enacted in 2008.

This not only impacts potential future capabilities for our warfighters, but also has an industrial base impact. With our technical workforce aging, we are in danger of losing our intellectual capital. We need to develop the next generation of engineers and scientists that will ensure the world's greatest innovators reside here at home.

In the defense community, as with this year's QDR, we focused on what went wrong in the last war, or the war we are currently fighting. Who is thinking about the war of 2015? And what about the war in 2030? Is our country doing what it needs to do today to win the wars that we may confront in 2015, or 2030?

Finally, let me address one controversial policy initiative that the President has raised in recent months—repealing the law prohibiting service by openly gay and lesbian personnel.

Before the President or special interests force a change in the policy or law, Congress deserves to hear directly from the individual services. I am disappointed that the decision has been made not to let the service chiefs testify before the Military Personnel Subcommittee's hearing on "don't ask, don't tell," but, we will get a chance to hear from you today, and a chance to get the record on that.

That decision limits the ability of members to fully understand and explore the concerns of the service chiefs about a repeal of current law, and I would hope that we could continue that discussion.

Mr. Chairman, I would also like to say a little bit about Mr. Abercrombie.

I am from California, and he is from Hawaii. And you know, people talk about long flights, and I remember we used to fly a lot together. And I would get off the plane after 5, 5.5 hours, and he still had 5, 5.5 hours to go, and we had to be back in a couple of days.

So I can understand why he wants to spend a little more time at home. He has been doing that for a long time.

But the thing that has really struck me—I served on his subcommittee for a long time, and both when he was ranking member and chairman, and he, along with these other chairman of these subcommittees, ranking members of these subcommittees, have really done a great job of keeping this committee bipartisan.

And Neil has been one of the leaders in that effort, and I commend you for that, Neil. You have really bent over backwards to do that, as has our chairman with the whole committee. That is why it is such a blessing to serve on this committee.

With that, Mr. Chairman, I yield back.

The CHAIRMAN. Thank you, gentlemen.

Secretary John McHugh, you are recognized.

STATEMENT OF HON. JOHN M. MCHUGH, SECRETARY OF THE ARMY

Secretary MCHUGH. Thank you, Mr. Chairman.

The distinguished ranking member mentioned the privilege it is to serve on this committee, and I can tell you very honestly, I have never missed more serving on this committee than I do right now, but I am honored to be here.

And, I want to thank both you, Mr. Chairman, and the ranking member, my two good friends, for your very gracious comments.

And I want to begin by adding, if I may, my words of best wishes, high respect, and friendship to Neil Abercrombie.

The chief and I had a chance to stop by his office yesterday. We weren't sure if he would be with us here today. We got the obligatory chocolate-covered macadamia nuts and promised when all of this was through, we would come out and say hi to him.

And Ranking Member McKeon was absolutely right. I never knew what Neil was going to say, but I knew what he said—when he said it, he believed it. And it was not couched in partisan politics. It was couched in a belief as to what the right thing was to do for our men and women in uniform.

And that, to me, is the highest tribute that any member can have attributed to him or her. So, Neil, we will miss you. God bless you for all you have done, and thank you for being such a great friend to our Army, and indeed, all the services.

I would say, Mr. Chairman, ranking member, distinguished members of this great committee, it was just a few short months ago that I appeared before the Senate Armed Services Committee. That was a rather unique experience for me.

And, I appeared, of course, as President Obama's nominee to be the 21st Secretary of the Army, and at that time, I assured those distinguished members of my commitment, my dedication to support our men and women in uniform, Army civilians, and, of course, those great families who stand with them.

And as I pledge to work with each of them in pursuit of those objectives, I also want to promise to work with each and every one of you, my former House colleagues, my former Armed Services Committee colleagues, on behalf of America's greatest.

It is about five months now since I first walked into the Pentagon, and I want to reaffirm that vital commitment that I made just a few short months ago. I do it, now, having an even greater appreciation of those amazing men and women within the Army who play the vital role in keeping our Nation strong, in keeping our Nation safe.

And as I know you know, 1.1 million soldiers, some 279,000 civilians, and yes, those incredible families, probably serving in nearly 80 countries dispersed across the planet. They continue, each and every day, to be at the forefront in ongoing counter-insurgency operations against our enemies, assisting other nations to build their own security capability, supporting Homeland Defense, deterring and defeating hybrid threats and state actors.

And as I know all of you have witnessed, as we have, so proudly in Haiti providing humanitarian assistance in response to natural disasters.

I may be stating the obvious, but it is true, and I think I can speak with some authority in this regard, each and every one of you is key to that success, key to the vital missions in your capacity as our Congressional overseers.

As I said, I know full well from my 17 years on this esteemed committee that a strategic partnership with Congress is absolutely critical, essential to the success of the United States Army, and you have partnered with us. You have partnered with our soldiers, civilians, and families, and ensured that they receive the very best in training, equipment, health care, and vital family programs.

And I want to say most importantly this morning, on behalf of a grateful Army, thank you for your leadership, and your unwavering support.

If I may Mr. Chairman, Mr. Ranking Member, members of the committee, I would like to share just a few of the priorities that I think we need to pursue, and some of the perspectives that I have gained in the last five months, and where the Army is at this moment, where it is heading in fiscal year 2011, and talk a bit about the future as well.

Now, I have been on a crash course. I thought I knew the Army, and I knew a great deal about it, but it was more broadly spread than deeply spread—but, in studying our programs, and visiting our installations, and going overseas in the theater in Iraq and Afghanistan, and examining all stages of what we call ARFORGEN—Army Force Generation—and talking, most importantly, to those soldiers, to those families and civilians. I have learned more.

And, by so doing, I have been both impressed by what I have seen, but also, challenged by what is out there, and what you can find.

First, I found an Army that, clearly fatigued by nearly nine years of combat, through it all still remains resilient, amazingly so, determined, and extraordinarily effective. Today, our soldiers have more expertise, more education, more training and lethal capabili-

ties than ever before, and that is due, in large part, because of the actions of this committee.

And due to advances in equipment, training, and doctoring, they are more likely than ever before to return safely to their loved ones and to a grateful Nation.

Those are tremendous gains, but we have to be honest with ourselves. In spite of those gains, the stress on our personnel and their families is all too real. For all our efforts, as has been recognized here appropriately this morning, already the chief has said time and time again, we remain out of balance.

I know all of you clearly understand the all-volunteer force is truly a national treasure. And, I will tell you what I think you realize is obvious, as well. If we wish to sustain it, supporting critical family and quality-of-life programs for our soldiers and our families must be top priority. And, I want to assure you, for those of us in the Army, it is, indeed, a top priority.

The proposed 2011 budget rightly focuses on those initiatives that support those soldiers and families and civilians. The submission requests $1.7 billion in 2011 to standardize and fund those vital programs and services. We are attempting to aggressively address the causes of stress on individuals resulting from the effects of multiple deployments, including the essential effort to increase dwell time.

As you know, with continuing deployments in multiple theaters, this has been no easy task. But, I also want to assure you in the strongest terms, the Army is committed to those objectives, and equally committed to our wounded warriors, and the programs that support them.

We fully believe that it is our solemn obligation to provide world-class care and transition services to our wounded, ill, and injured through our properly led and sufficiently resourced warrior transition units. Your Army is committed to ensuring the quality of life for those who have served, and those who are serving today, and doing it in a way that is commensurate with the level and quality of their service to us and this Nation.

On the subject of family programs, I have heard from many of you about reductions in base operations support, BOS budgets at installations around the country, and I would say I understand.

Earlier this month, General Casey and I announced the Army's plan to increase BOS funding by $500 million in this fiscal year, 2010. The Army's Installation Management Command continues to work with each installation to guarantee essential base operating support, and the needs that derive there from are met.

The Army will also conduct a comprehensive mid-year review of all BOS accounts to ensure that adequate funding is maintained to meet Army priorities through the remainder of the fiscal year. I want to make it clear that as our installations look for ways to operate more efficiently, which they should—I would argue which they must—family programs will be sacrosanct. They will not be touched.

That is not to say that we won't ask, "Is this program working? Is this money well-spent? Are there better ways to provide necessary care?" But where change is required, we will change things. Where money is best directed, we will say direct it.

But through all of that, the Army families must not—Army families will not be left behind.

Secondly, I found an Army with equipment, systems and networks in need of reset, while simultaneously requiring significant modernization to ensure our soldiers maintain a decisive edge on the battlefield today, as well as superiority over threats tomorrow.

Nowhere is this challenge more evident than in continuous efforts over the last eight years to repair, replace, and recapitalize equipment affected by the harsh environment of war. As a responsible drawdown in Iraq continues, and the flow of forces and equipment to Afghanistan grows, we will confront this reality anew.

Beyond that, we have to strive to modernize efficiently in an era of growing fiscal challenges. As such, with this year's budget, the Army is embracing what I believe is an affordable yet effective modernization strategy designed to revamp our vehicle, network, aviation, and logistical systems.

We have requested $3.71 billion for research, development, and acquisition, which includes $3.2 billion for brigade combat team modernization, as the chairman mentioned, $2.7 billion to fund Army network systems, and $6.41 billion to fund aviation modernization.

Fully supporting these programs is vital to our soldiers' welfare this year and beyond.

Thirdly, I found an Army acquisition system, that while improving, still lacks the workforce and flexibility needed to efficiently and affordably purchase the right weapons, services and equipment to our soldiers. Here, too, the proposed budget will help us better meet our continued commitment to growing the Army's acquisition workforce by thousands of positions over the next few years, thereby ensuring that we have the best available equipment for our soldiers, while being responsible stewards of taxpayer dollars.

But I have to tell you, workforce improvements are not enough to fix our procurement system. I know everyone on this committee understands the entire process has to be retooled. We need a more agile system that rapidly develops, purchase and fields innovative solutions, and this process, this demand, will require more streamlined procedures and flexible rules, and for that we need your help.

You have already set us on the right path. I remember fairly clearly how the distinguished Chairman, Rob Andrews, Mike Conaway, led the effort in this House to bring forward a reform bill that took the weapons acquisition process and put us on the right path.

It is now time to address how we purchase services, and on that front, we look forward to partnering with you to develop a better system that achieves that critical objective.

In the end, I would tell that we have an Army that is strong in spirit, strong in ability and results. We need to recognize, too, that this is an Army, after eight years of uninterrupted war, that is tired, stressed, and too often burdened by inefficient bureaucracy. This has to change, and with your help, we will make those changes.

Let me just highlight, in closing, my deep appreciation for those brave men and women, and by so doing support this Nation and every thing and every action they make. Every day, I am humbled

by their dedication and service to our Army and to our Nation, and I am truly blessed every morning to walk into a building to go to work where the word "hero" truly means something.

All of you on this great committee, and I mean that, great committee, have so much to do with that. Thank you, again, for your support of our men and women in uniform, civilians, and their families, and I appreciate and am humbled by the opportunity to be here today.

Thank you, Mr. Chairman, and I will yield back.

[The joint prepared statement of Secretary McHugh and General Casey can be found in the Appendix on page 51.]

The CHAIRMAN. Mr. Secretary, thank you.

I can only say, after hearing your excellent presentation to our committee from that side of the table that the President of the United States made a wise choice in choosing you as the Secretary of the Army. We wish you well.

General George Casey.

STATEMENT OF GEN. GEORGE W. CASEY, JR., USA, CHIEF OF STAFF, U.S. ARMY

General CASEY. Thank you, Mr. Chairman, and I would associate myself with your comments about Secretary McHugh.

Before I start, Mr. Chairman, I would like to do two things. I would like to add my praise to the farewell of Neil Abercrombie, and I would like to introduce 4 men and women who are representative of the 1.1 million soldiers of this great army.

First of all, Congressman Abercrombie, it is no secret that you and I differed, fundamentally, on some pretty important issues. But our conversations were always issues-based, never personal, and always focused on doing what was right for the men and women of the Army as rapidly as we could. And you can't ask for anything better than that. So, although I never quite thought I would say this, I will miss you. Good luck to you. [Laughter.]

Now, Chairman, I would like to introduce four men and women who are representative of this great Army. First of all, Kimberly Hazelgrove.

Kimberly's husband, Brian, was killed in Iraq six years ago in a helicopter crash. She was a staff sergeant in the Army at that time, and now she has left the Army to raise her four children, and as you can see, she is very active in the Gold Star Wives organization.

Thank you.

[Applause.]

General CASEY. Next to her is Staff Sergeant Christian Hughes. He was wounded in Afghanistan last October, and he is recovering here at Walter Reed from his wounds and looking forward to rejoining his unit as quickly as he can.

[Applause.]

General CASEY. Next is Sergeant 1st Class Shana Tinsley. Shana's husband, Arthur, leaves for Afghanistan today, and she will remain here, working for us in the Pentagon and raising her two small children. Thank you, Shana.

[Applause.]

General CASEY. And lastly, Sergeant 1st Class Jeff Lawson. Sergeant Lawson has recently completed our Master Resilience Train-

ing program at the University of Pennsylvania, one of only 600 Master Resilience trainers we have trained as part of our comprehensive soldier fitness program, which I will talk about here later in my presentation. He has got three tours in Iraq.

Thank you, Sergeant Lawson.

[Applause.]

General CASEY. Thank you.

Now, Mr. Chairman, as you said, for the last three years, I have said that the Army is out of balance. That we were so weighed down by the current demands that we couldn't do the things we know we need to do to sustain this force for the long haul, and to provide the strategic flexibility to do other things.

I can tell you that with the help of this committee, we have made progress over the last three years to get back in balance, but we are not out of the woods yet.

That said, this 2011 budget contains the procurement funding to finish the modular conversion that we began in 2004, and the growth that we began in 2007. It also contains the military construction funding to complete the 2005 BRAC [Base Realignment and Closure] realignment.

So your continued support will allow us to meet the goals we set six years ago to build an Army more relevant to 21st century challenges, and to restore balance to this great Army.

You will recall that we centered our plan to get back in balance on four imperatives. We felt we had to sustain our soldiers and families, the core of this volunteer force. We had to continue to prepare our soldiers for success in the current conflict. We had to reset them effectively when they returned, and then, we had to continue to transform for an uncertain future.

And let me just give you a quick update that you asked for on how we are doing.

Our first objective was to finish our growth, and you will recall that January 2007 we were instructed to increase the size of the Army by 74,000. Originally, we were going to do that by 2012.

With Secretary Gates' help, and the help of the committee, we actually completed that growth last summer. And, when that didn't prove to be sufficient, we received another temporary increase of 22,000 soldiers, and we intend to evaluate whether we need the full 22,000 later this year.

This growth, coupled with the drawdown in Iraq, allowed us to meet the additional increase of troops in Afghanistan without having to go to 15-month deployments, and with having to not come off the stop-loss.

Our second key objective was to increase the time our soldiers spend at home, and I must tell you, after almost three years on the job, I am convinced that this is the most important element of getting us back in balance.

It is important from several perspectives. First, our soldiers need increased time at home to recover from the repeated combat deployments. What we continue to see across the force are the cumulative effects of these repeated deployments.

We have recently completed a study that tells us what we intuitively knew, that it takes two to three years to completely recover from a one-year combat deployment. And that is why it is so impor-

tant for us to achieve the objectives we set three years ago, to get to one year out, two years back for active soldiers, and 1one year out, four years back for Guard and Reserve soldiers. We are on track to meet that for the majority of the force by 2011.

After that, as demand decreases, we plan to move to more sustainable ratios of three years home and five years home, respectively.

The second reason it is important to spend more time at home is it gives you more stable preparation time to prepare for the current missions, and it allows us time to prepare to do other things, to restore some of the strategic flexibility that you talked about, Mr. Chairman.

I recently visited a unit that had 18 months at home, and I can tell you that the difference in pace between 12 months at home and 18 is striking. The additional time at home will allow us to have more units trained for the full spectrum of operations, and we will gradually rekindle some of the skills that have atrophied over the past several years, and regain some of the deterrent effect, again, that you talked about, Mr. Chairman.

Our third objective was to move away from our Cold War formations, to organizations that were more relevant in the 21st century. In 2004, we set out to transform all 300-plus brigades in the Army to modular organizations.

Organizations that could be rapidly tailored to fit the situation that existed, rather than just sending a unit that was designed to do something else.

Today, we are almost 90 percent complete with that conversion, and these formations are demonstrating their relevance and their versatility on the ground in Iraq and Afghanistan every day.

We also set out to rebalance the skills within the force, to move away from skills that were necessary in the Cold War to skills more needed today. This involved converting, retraining, and equipping around 150,000 soldiers from all components to new jobs.

By way of example, in the last 6 years we have stood down 200 tank companies, artillery batteries, air defense batteries, and we have stood up a corresponding number of military police, engineers, civil affairs, psychological operation and Special Forces companies.

Together, this rebalancing and the modular reorganization is the largest organizational transformation of the Army since World War II, and we have done that while deploying 150,000 soldiers over and back to Iraq and Afghanistan.

Fourth, we are moving to put the whole Army on a rotational cycle, much like the Navy and Marine Corps have been operating on for years. This model will allow us more effectively and more efficiently, to provide a sustained flow of land forces that are trained for the full spectrum of operations, so that we can prevail in today's wars, but also hedge against unexpected contingencies. And, we can do both of those things at a tempo that is sustainable to this all-volunteer force.

Our fifth objective was to complete our re-stationing, and we are a just over halfway in these efforts. We are on course to complete the 2005 BRAC realignment by the end of 2011. These moves will affect over 380,000 soldiers, family members, and civilians.

And while this is a great deal of turbulence, new construction on our military installation is greatly improving the quality of life of our soldiers and families.

So, the bottom line in all this, Mr. Chairman, is that we have made good progress in the past year toward restoring balance, but we are not out of the woods yet.

Now, I would like to conclude with three priorities for us that I hope were also priorities for this committee. First of all, sustaining our people.

This budget contains money for housing, barracks, childcare, youth centers, warrior transition units, and surviving spouse programs. All critically important to sustaining our soldiers and families.

It is important to get them through this period in which our country is asking so much of that.

In general, we are strengthening the programs to add resilience to our force, and to help our soldiers and families deal not only with the problems and challenges from the past, but to prepare them for the future.

We have all seen manifestations of the stresses of 8.5 years at war: elevated suicide levels, increased demand for drug and alcohol counselors and behavioral health counseling, increased divorce rates, increased numbers of soldiers temporarily non-deployable from nagging injuries from previous deployments. And we have been aggressively moving to give our soldiers and families the skills they need to deal with these challenges.

In October, we began a program that we had been actively working on for 18 months with some of the best experts in the country.

The program is called Comprehensive Soldier Fitness, and it is designed to give mental fitness the same level of attention that we give to physical fitness. We intend to provide our soldiers and families the resiliency skills that they need to succeed in an era of persistent conflict.

The program consists of four components. First, an online assessment to help them identify their resiliency strengths and weaknesses. This assessment has already been taken by over a quarter of a million soldiers.

Secondly, there are online self-help modules that soldiers and family members can take in the privacy of their own home to increase their resiliency skills.

Third, we are training master resilience trainers for every battalion in the Army, like Sergeant Lawson, to assist the soldiers in developing their resiliency skills, and over 600 master resilience trainers have already been trained at the University of Pennsylvania.

And, finally, we will incorporate resiliency training in every Army leader development school. This program shows great promise, and I look forward to discussing it further in the questions and answers.

Second priority—the reset of our equipment will become increasingly important as we complete the drawdown in Iraq over the next 2 years, 2 to 3 years, and for 2 to 3 years after the end of combat operations.

I think it is important to note how key the reset has been to the high operational ready rates that we have sustained over time in Iraq and Afghanistan. This budget provides almost $11 billion to reset our equipment, and sustained funding for reset will be essential to the long-term health of the force.

Finally, this budget contains a significant adjustment to our modernization strategy. I believe that we are in a period of fundamental and continuous change, as we have to adapt to ever-evolving enemies.

And so, in close consultation with the Secretary of Defense, we have transitioned from the Future Combat Systems program to what we believe is an achievable, affordable modernization strategy for our brigade combat teams. This program leverages the lessons we have learned at war, and from the Future Combat Systems program, itself.

It includes four elements. First, incrementally modernizing our network to take advantage of rapidly developing changes in technology. Second, incrementally fielding capability packages to put the best equipment into more of the force as rapidly as possible. Third, incorporating MRAPs into our force, and fourth, rapidly developing and fielding a new ground combat vehicle that meets the requirements of the 21st Century Army.

We intend to make this program a model for the Weapons Systems Acquisition Reform Act, and we look forward to working with the committee on this.

So, I would like to close by saying how proud I am of what the men and the women of this great Army have accomplished at home, and abroad. We have made progress to restoring balance, but we still face a tough road ahead, and so, Mr. Chairman and members of the committee, we couldn't have done this without you. Thank you, and I look forward to taking your questions with the Secretary.

[The joint prepared statement of General Casey and Secretary McHugh can be found in the Appendix on page 51.]

The CHAIRMAN. And General, thank you for your excellent presentation.

Some time ago, General, you and I had a conversation about the attempt by the Army to be prepared for a full-spectrum combat. On the one end, force-on-force en masse, and on the other end, guerrilla insurgency force. And I think I told you at that time there are only two problems that you have with it; the first was time, and the second was money.

So, let me ask, what is the status for the proposal for a full spectrum Army, and what are the prognoses for the days ahead, General?

General CASEY. Thank you, Chairman, and as always, you take the intellectual approach to this.

Our discussion started with February 2008, when we published our first major revision of our doctrine since September 11. The doctrine lays out an operational concept of full-spectrum operations, as the Chairman said. And, it says that Army units will simultaneously apply offense, defense, and stability operations to achieve success no matter where they are operating on the spectrum of conflict.

And, as the Chairman suggests, this is a tall order. It is a tall order from a doctrinal perspective, it is a tall order from a training perspective, and it is a tall order from a leader-development perspective. And we have, since that time, continued to develop and evolve our doctrine. We have continued to develop and evolve our leader-development programs and training, and we have continued to evolve our training.

But as I suggested in my opening comments, we won't have units home long enough to begin full-spectrum operations training against hybrid threats, probably, until the end of this year, first part of next year.

But we have already begun adapting our training centers to be able to replicate the hybrid threats that we are most likely to face, and to develop the training programs for our units.

The other piece of this, Chairman, is it has rightly set off a lot of internal discussion and debate within the Army about how to do this. And I will tell you that we are still working our way through this, but I have directed that it be discussed and debated in all our war colleges and staff colleges.

So, it is a work in progress.

The CHAIRMAN. And General, thank you—Mr. Secretary, I have been waiting a year to ask the general that question. Thank you for your thorough answer.

Secretary MCHUGH. May I add just a bit to that. I think, as your opening comments suggested, both clearly and correctly, Mr. Chairman, it is difficult to guess what the enemy of 20 years or 30 years from now will look like. But you need to take into consideration the widest possible range of variables.

And the Chief's comments in his opening comments, he talked about our new way of trained, ready, equipped, and making troops available. And part of that, in our modernization strategy, couples up with what we are calling incremental packages—a means by which our smart people can look at emerging threats, and quickly put together and then field packages of capabilities that can respond more quickly, and obviously, hopefully, more effectively to those emerging threats.

So this isn't just a matter of what you are doing today. It is a matter of putting into place a process by which you can evolve the equipment, the tool level, to provide those soldiers as they go out into the field, with whatever they may need that is capable and responds sufficiently to the enemy threat of the moment.

The CHAIRMAN. Thank you.

Mr. Secretary, let me ask you a tough question. You were such an able member of this committee, and also serving as ranking member, and you saw the Army through the eyes of an acting member of Congress, and now you see the Army as the leader of the Army. What surprise, or surprises you, both good and not-so-good, do you see now that were not apparent to you as a member.

Secretary MCHUGH. That is a great question, and just as I am honored every day to walk into that building, I am surprised every day to walk into the building.

The biggest surprise is, when you say something, people actually do it. That was never my experience as a member of Congress, so

I have had to be careful what I say because it has potentially disastrous consequences.

I don't think the Army, and it is probably understandable when you are at war, has done a good enough job paying attention to the professional development, paying attention to the stress and strain that has been placed on the civilian side of this force.

We understandably look at those folks we deploy, look at the folks we put into their hands the weapons, think, as we absolutely must, as you heard in my opening comments, about their families.

But there are civilians too that are under enormous stress. And whether they are deployed out in forward theater or they are back home working on the bases, helping the troops get ready to ship out, or whether they are in the Pentagon, or dispersed along with those military heroes across the 80 countries I mentioned.

I don't think we have applied well enough stress relief and counseling opportunities and benefit programs that we are making available to our soldiers, their families, to the civilians, as well. I was a little bit surprised by that, not so much that I thought it was being done, but frankly, I didn't think much about it.

And I think this is an Army team, and we cannot just focus on one part of that team. The 1.1 million in uniform has to be where it has to starts, but these are amazing civilians in the acquisition force, and elsewhere that are just—they have been at war too, and surprise may not be the exact word, but I think we have got to begin to focus on that, and we have begun to do that.

The CHAIRMAN. I thank the Secretary.

The ranking member, gentleman from California, my friend, Buck McKeon.

Mr. MCKEON. Thank you, Mr. Chairman.

I also would like to associate myself with your comments about the Secretary. From my view, you are doing an outstanding job, and we are, as I said, proud of you.

General Casey, in your personal opinion, do you believe the current law prohibiting service by openly gay and lesbian personnel should be repealed?

General CASEY. Congressman, I have got serious concerns about the impact of the repeal of the law on a force that is fully involved in two wars, and has been at war for 8.5 years. We just don't know the impacts on readiness and military effectiveness.

I am also well aware that I owe the Secretary of Defense, the President, and this committee my advice, my military advice on that, and I would prefer it to be informed military advice. So, I fully support the program that Secretary Gates has laid out, to look at this and to study this, and then I will come back to the committee and give my informed advice on this.

The last thing I would say, Congressman, is that if Congress repeals the law, the Army will implement it in the same professional and disciplined way that has characterized our service for 234 years.

Mr. MCKEON. And I don't think there is any question about that.

Given the strain on our forces in fighting two wars, as you mentioned, would a repeal or moratorium this year, in your opinion, improve our readiness, or have effect on our readiness?

General CASEY. First, on the moratorium, I do not support a moratorium before the law is actually repealed. It would put us in a position of implementing while we are studying the implementation, and it is a difficult enough issue, and it will only complicate things.

As I said, I do have concerns. I don't know what the impacts on readiness and military effectiveness will be, but I am concerned. And so, I would say right now that I don't believe it would increase readiness.

Mr. MCKEON. Secretary, do you care to comment on those questions?

Secretary MCHUGH. As you know, Congressman McKeon, I work at the pleasure of the President. And I think, for whatever agreement or disagreement may appear in this room with his intentions, his intentions were clearly made, both during the campaign and the early days of his presidency, that he feels this policy is fundamentally unfair, and is absolutely committed to changing it, recognizing, of course, that it is a law, and changes can come only through an act of Congress and as signed by the President of the United States.

Having said that, I entered this job fully recognizing and having discussed that intention with the President, and I intend to fulfill my responsibilities, and that is to engage, as the Secretary of Defense has directed us, to bring back the information, to inform the way forward, do it to the best of my ability, and then whatever policy decisions are made from the Secretary of Defense and the Commander-in-Chief and the White House—try to do my best to explain those and to carry them forward.

On the moratorium, I am strongly opposed to a moratorium. I would view it as, personally, very unhelpful, and I would tell you, having discussed this personally with the Secretary of Defense, it is the policy of the Department of Defense and the Secretary that that is a place of opposition, as well.

Mr. MCKEON. Thank you, very much.

General Casey, a couple of questions about brigade combat teams. In his first hearing in front of this committee, General Shoemaker, your predecessor, testified that he thought the Army might need 77 to 82 BCTs [brigade combat teams] to support the needs of the combat commanders. He came back a year later and said the number was 70 BCTs. Then, a couple of years ago, the number was changed to 76 BCTs, and, as you know, the year before QDR, the number was changed to 73 BCTs, and the current QDR reflects the 73 BCT number.

First question, is 73 BCTs the right number, or is that the number because that is what we are resourced for?

General CASEY. Congressman, the 73 BCTs organized on a rotational model will give us the number of BCTs to deploy, almost meet current requirements, but to meet what we see as the sustained requirements over time, and do it at a deployment ratio that is sustainable for the force.

Let me explain that a little bit. At 73 brigade combat teams, that gives us 26 heavy brigades, 40 light brigades, and seven Strykers. Now, that is a pretty versatile capability, and we are very much interested in versatility.

And if you look at some of our divisions that are in Iraq and Afghanistan today, you will see. You will have a heavy brigade, a couple of light brigades and sometimes even a Stryker brigade. That is the flexibility and versatility that we want to build into this.

If you take that force, and organize it on a rotational model of 1 year out, 2 years back for the active force, 1 year out, 4 years back for the Guard and Reserve, that allows us to routinely generate 20 brigade combat teams.

Now, in Iraq and Afghanistan today, we have 24 brigade combat teams deployed. So, that means the deployment ratio is not exactly what we want to be. But, with the drawdown in Iraq, we will not only be able to meet the total number of brigade requirements for Iraq and Afghanistan, but also have brigades available for other combatant commanders to do security assistance and other training.

So, right now, given the strategy and given the demands that we foresee, I believe that 73 brigades is the right number. It may change.

Mr. MCKEON. Good.

Second question, then. Do we have the right mix between the infantry and the Stryker and the heavy BCTs?

General CASEY. Two answers to this—one is, we are studying it.

You know, we started it in 2004 to build to a mix. We are almost finished doing that. Now, we are assessing are the decisions we made back in 2004 still relevant?

And I will tell you right up front, I would like a few more Strykers. I would like to be able to put three Stryker brigades in a rotation, and that means that we need to get to nine to do that. And, we are already adding an eighth one, and we are debating right now whether to add a ninth one with a 1217 program.

Mr. MCKEON. In regards to the BCT mix, the budget requests funds for the conversion of one heavy BCT to a Stryker. There is talk that you may convert additional heavy BCTs. Is our force structure adequate for high-end conflict? In other words, are we too focused on the near-term with Iraq and Afghanistan versus something that could happen else where in the world?

General CASEY. If you take that 20-brigade combat team that we could provide in a rotation, that is 11 infantry equipped with MRAPs, 2 Strykers and 7 heavies. So, that is two-plus divisions of heavy forces.

And then, you would have another similar packager available in the next pool.

So, we have quite a lot of combat power still available, and I think the mix, the way we have it now, possibly slightly adjusted in the near-term, gives us the versatility that we think we need.

Mr. MCKEON. You mentioned decisions made in 2004, and now you are reviewing them. I think we are always going to have—nobody can sit, even right now, as I mentioned in the opening statement, and know what things are going to be like in 2015 or 2030.

And so, there will be constant evaluation, and reevaluation, and it sound to me like you are right on top of that and doing what needs to be done to keep the Army current.

General, as you know, the ISR [intelligence, surveillance, and reconnaissance] remains one of the top priorities for Afghanistan.

Certainly, Secretary Gates has testified to this. I see that the budget request includes $459 million for the Extended Range/Multipurpose program. I also understand the program recently conducted a successful milestone decision.

Can you talk a little bit about how this program is progressing?

General CASEY. I can, Congressman. I mean, the whole unmanned aerial vehicle program is something that we have been working very hard on, because of its relevance, not only in Iraq and Afghanistan, but across the spectrum.

And we have set up an unmanned aerial vehicle strategy that starts down at the platoon and company level and goes all the way up to the division and core level. This extended range multipurpose aircraft program is very much on track. As you mentioned, we are adding two more companies in this budget, and we have explored a new design for our combat aviation brigades that incorporates these companies into those aviation brigades, and so what we are doing is increasing our capability of manned and unmanned teaming, and I think that is going to be the wave of the future.

We are already doing it to a degree in Iraq and Afghanistan, but I think we are increasingly going to see the potential offered by the unmanned systems. And matching them with the manned systems is, as I said, is the wave of the future.

Secretary MCHUGH. Well, I don't really have a lot to add except that I know that many of the members here have, as I did—15 times to Iraq and 4 times to Afghanistan—one of the first things you hear out of any commander is, "What do you need? ISR."

And we are attempting to meet that commitment, and the ranking member correctly noted the rather substantial on the high level ERMP [extended range multipurpose aircraft], but we are taking, again as the chief said, down to the platoon level. This is the force multiplier that we are very committed to. We have the problem of the technology so quickly advancing, by the time we are ready to field something, it is not out of date, necessarily, but could be improved, so we have got to get our systems under control a bit better. But, this is something that a lot of folks in the Pentagon spent a lot of time focusing on, as rightly they should.

Mr. MCKEON. I think you have done an outstanding job of getting some of these vehicles into the theater quickly without, you know, delays with constant testing, and I think it has saved a lot of lives, and I want to commend you on that.

Thank you, Mr. Chairman. I yield back.

The CHAIRMAN. I thank the gentleman.

I have one last question before I go to the other members. General, in your discussion this morning, as well as other discussions, it seems the Army is brigade-centric. We talk about a brigade here, a brigade there. What in the world do divisions do? What does a division chief do? He certainly doesn't play pinochle all day.

General CASEY. Wow. No.

And in fact, I know you have visited divisions in Iraq and Afghanistan, they are very, very gainfully employed. In fact, when General Odierno was here last week with us, he made the point of saying that he had to keep three divisions in Iraq until the end because of the capabilities that those divisions bring.

Now, I get this quite a bit from a lot of old retired folks, but the division headquarters still remains our highest tactical level headquarters, and it is capable of overseeing numerous brigade combat teams and enabling brigades like aviation, military police. And they are the ones that organize for—half of Iraq. They are responsible for organizing the U.S. efforts in about half of the country.

The reason we went to brigade combat teams is because in the old division headquarters the supporting enabling forces were part of the division. And so if you wanted to send something smaller than division, you had to break apart the division base to send it. So now you had a division that you couldn't deploy.

And what we have done is we have taken the enabling forces out of the division and put them in brigades. But we have still left the supervisory capability. In fact, we have increased the supervisory capability of the divisions. And so what we are able to do is put a very competent tactical headquarters in and then give it the brigade combat teams and the enabling brigades to suit the mission that it is doing.

And so it is brigade-centric but there is very much a role for divisions. And there are 18 two-star commanders out there that feel very strongly that they have a significant role to play in what we are doing.

The CHAIRMAN. Thank you, General. I have been wanting to ask that. We are going to break tradition a bit today and ask our friend from Hawaii to ask questions and then we will go back to regular order.

Gentleman from Hawaii, Neil Abercrombie.

Mr. ABERCROMBIE. Thank you very much, Mr. Chairman.

I know this will come as a great surprise and shock to everyone in the room, but I think I will make a statement rather than ask a question as such.

Mr. Chairman, thank you.

Ranking Member, my good friend Buck.

Thank you General Casey and John for your comments.

If I had known that I was this respected, this admired, even beloved, I would have left a lot sooner. [Laughter.]

But, Mr. Chairman, this is the last time I will have an opportunity to participate in the Armed Services Committee hearing process and be with you and the rest of the committee. I hadn't realized that it is totally a coincidence but a happy one, perhaps fated that it would involve the United States Army as well.

I have been privileged now to serve since the Democrats became the majority as the Chairman of the Air and Land Subcommittee which has particular responsibility where the Army is concerned.

And as noted by Buck and yourself, I have served as a member, ranking member, and chairman of the committee. And as a result I have had the opportunity to work. I don't like to use the word bipartisan. I like to use the word nonpartisan. I have never thought about it.

I think we are all partial on the side of trying to serve the strategic interests of this Nation with regard to the United States military and more particularly to meet our responsibilities and obligations as Armed Services Committee members toward the fighting men and women of this Nation.

I served with a committee staff both from the Armed Services committee staff and with the air-land staff, Mr. Chairman. I want to state as I take my leave, my profound, deep respect and admiration for the staff of this committee, and more particularly for the last couple of years now with the air-land staff, the subcommittee staff.

It is without question and I don't think necessarily the public appreciates fully—I don't mean appreciates in the fact of being grateful for—I meant comprehends and has knowledge sufficiently as to what service is provided to the Nation and its interests and most particularly to the members of this committee by the staff. I can't name all of them. I wouldn't attempt to do it. They know how much I appreciate and care for them.

In that context I have had the privilege of serving with—as ranking member and taking as my role model perhaps much to the great regret of some others on this committee, Curt Weldon. And it was his staff, the armed services staff that came from people like Duncan Hunter and our predecessors that are in the portraits here around the room.

They put together these staffs. We took it over whole because they were professionals. We don't have a Democratic staff and a Republican staff, a majority and minority staff. We have people dedicated to the work in the Armed Services Committee.

I had the privilege of having Roscoe Bartlett as my friend and ranking member and working with him.

Roscoe, your service to this Nation, not just this committee but to this Congress and this Nation can serve as a standard and a model.

And to have your friendship, yours, Buck, and the others on this committee is something that I treasure. I don't want to slight anyone, believe me I don't, but I have to make particular mention of my seatmate to my left.

One of the consistent elements of the Congress and in the committee is the seniority process. And so no matter what I do I am always going to be seated to the right of Gene Taylor.

I find myself today, Mr. Chairman, recognizing what Gene has reminded me of is that if I was drawing a parallel, we went to kindergarten together and now we have gone all the way through elementary school, middle school, high school, college, and graduate school, and we are still sitting next to one another.

And in that process have become the dearest of friends and colleagues and I have the greatest admiration and respect for Gene, for Solomon, John Spratt, and Mr. Chairman, yourself.

I want to say that I was sworn in, I was the last person sworn in by Tip O'Neill before he retired. And he indicated to me in no uncertain terms of whether you serve for a short time, as I did at that time having won a special election and lost a primary in the same day. That whether you serve for 3 weeks, 3 months, or 30 years in the Congress of the United States that as a Member of the House of Representatives you were a member of the people's house. Every Member here has his or her seat because of the election by constituents in their districts.

You can be appointed to the Senate but you cannot be appointed to the House of Representatives. This is the people's house. And as

such we have the faith and trust of our constituents and I want to indicate to every Member here that they have my faith and trust.

And most particularly Mr. Chairman to you, your friendship to me, your mentorship, your council to me, has been nothing less than something that I treasure. Your leadership and your chairmanship has come to you as a result of a long and faithful service to this Congress, to the Nation, to your constituents in Missouri.

I am very, very happy to have played a role in seeing that the USS *Missouri* now occupies its rightful place next to the *Arizona* memorial. The alpha and omega of World War II which I think set the pattern for all of the work of the Armed Services Committee and the Congress of the United States with regard to the military posture of the United States. All that was set at Pearl Harbor on December 7, 1941.

And I am happy as I take leave that the goal I had coming to this committee of being able to have an integrated presence at Pearl Harbor of the *Arizona* Memorial Visitor Center, the *Arizona* Memorial itself, the USS *Missouri*, the Air Land Museum and the USS *Bowfin* at Ford Island has now been completed. And so we will have, not just a monument but a living object lesson for the United States of America and all the generations to come who visit Hawaii and visit Pearl Harbor as to the direction the Nation must take in terms of preparedness.

And with that I want to conclude, Mr. Chairman, by saying that every committee in this Congress is important. Right now the President of the United States and Members of the Congress in both parties are conducting a health care summit, obviously vital to the welfare of the Nation. We have the finance committee. We have the judiciary committee. We have discussions even in the comments this morning by the Secretary and General Casey about policy implications for the Army and the military—all important.

But only this committee, only the Armed Services Committee deals with life and death issues. Every decision we make has the direct implication of life and death.

The gold star wife that is here today is living three-dimensional testimony to that responsibility and obligation that we have. And I want to say that, as I take my leave, that every moment of my service on this committee has been devoted to that obligation and that responsibility as I know every Member has when he or she takes his seat on this committee.

We try to exercise our best judgment to meet the strategic necessities of this Nation and that we have first and foremost in our hearts and minds the fighting men and women of this Nation.

And with that, Mr. Chairman, I bid you, the Members, and the House of Representatives, the people's house, a fond and deep and faithful aloha.

The CHAIRMAN. I thank the gentleman from Hawaii. As we bid an affectionate farewell to our friend, he leaves with the knowledge and the satisfaction of having written a bright page in the history of the United States military.

We thank you again, Neil Abercrombie.

Mr. Bartlett, we are under the five-minute rule. Mr. Bartlett.

Mr. BARTLETT. Thank you. When I came to the Congress 17 years ago, knowing no one and having never served in a legislative body, I was here but a few days and I attended a briefing, poorly attended then by Members as they are now.

But one of the Members there was Neil Abercrombie. And he spoke with such knowledge and wisdom I thought "Gee, this guy must have been here a really long time." I learned a bit later that it hadn't been a really long time, and so he brought a lot with him when he came here and he has grown a lot since he has been here.

Neil, I value our friendship for these 17 years. Thank you. Thank you so much.

The Secretary and I came together in the class of 1992 and for 17 years we sat together on this committee. And I served for a number of years on his personnel subcommittee, the most challenging committee of this full committee.

Thank you, Mr. Secretary, for your service then and your continued service now. I have four brief questions that I will ask as quickly as I can to give time for your answers.

As you know our soldiers today carry more and more weight, two and three times the weight they carried in Vietnam. Everything they carry is there to make them more efficient and to protect them. But clearly this increased weight encumbers them and I have no idea how many more casualties because of the high weight that they carry. And one of the weightier things they carry is body armor. And we had fought very hard on our subcommittee to make this a dedicated R&D [research and development] and procurement line.

We thought this would enhance the focus on this and we think this is really needed. This didn't happen. You know, why didn't it happen and how can we make it happen so that we can have the focus? We believe we need to reduce the weight and increase the effectiveness of this body armor.

A second question relates to something that many of these servicemen carry and that is the M4 Carbine. You have a dual-path strategy both enhancing the current weapon and procuring a new one. Where are we on this dual-path strategy?

A third question deals with the future combat systems. This was the Army's largest procurement program. It was canceled and, you know the tragedy was that many of the things that it focused on were urgently needed by the Army. And we understand that you are now developing an RFP [request for proposal] for a combat ground vehicle and we wonder where is that RFP and when can we see it hit the streets?

General, you mentioned—no, it is the Secretary who mentioned that we could not see what a future enemy might look like. I will tell you sir that I am sure that one of his characteristics will be a characteristic shared by all of our potential enemies today. In all of their open literature and in all of their war games an EMP [electromagnetic pulse] event is an early use. How well are we prepared to continue to fight after a robust EMP lay down? Thank you and I will wait for your answers to these four questions.

Secretary MCHUGH. I am going to, if I may, Congressman Bartlett, jump around a little bit and the chief will come in and tell you actually what is happening.

But I want to start with the M4. There has been a lot of concern about the reliability of that weapon, and I have received letters from concerned members of this committee based on reports that they have heard and things that they have seen. And we are in the Army concerned about the reliability of everything we put into our soldiers' hands, not the least of which is the key weapon when they are forward deployed and out in the field of battle. When the M4 was first developed it had a requirement of 600 rounds of what we call mean rounds between stoppages, MRBS.

Through those years of fielding and through the improvements that capability has now grown, not the requirement. The requirement has stayed essentially the same but the capability has grown to over 3,500 rounds mean rounds between stoppages. That I think is fairly described as a remarkable improvement.

After Wanat there were discussions about the reliability of that weapon and we have looked at is very carefully and we want to ensure that we are doing right by those brave men and women. And as you mentioned that is a critical component of it. As to the way forward you again correctly mentioned two steps. The first is an RFP is being prepared to call out to industry to bring to the Army suggestions for——

The CHAIRMAN. Please answer.

Secretary MCHUGH. You haven't bothered me up there but that was—suggestions from industry as to how they can bring improvement packages immediately to the weapon to continue to improve it and in the long term is the analysis and development of requirements for a new personal carbine. So we are working that very hard. I am not sure, Mr. Chairman, may we continue or——

The CHAIRMAN. Please do as briefly as possible.

Secretary MCHUGH. Weight. Weight is critical. Body armor weight is critical. We are testing each and every day where the edge exists between reliability and breakdown. And it is a technical question. It is something we challenge, you are right, not through set requirements but through dialogue with the industry as each and every year, frankly, each and every month as to what can we do with the technology to take weight down and maintain reliability?

We are working on E–SAPI [enhanced small arms protective inserts], X–SAPI [X small arms protective inserts], the means by which we test to ensure that we fielded plate carriers that reduced, I believe it is by about six pounds just through how we place the plates on the soldiers. And that is one of the most important things that we consider each and every day and we are working hard.

Any suggestions, Congressman, you might have as to how to pursue that we would not would just entertain them, we would deeply appreciate them. So I will turn to EMP and FCS [future combat systems] with the chief if he would care to field those.

General CASEY. Very briefly, the RFP for the manned ground vehicle should be on the street within the next 30 days. With respect to the EMP I think two aspects of it, training and testing. We test all our major systems for their ability to operate in an EMP environment. As we get more time at home and begin training for the full spectrum operations our training will increasingly include the ability to operate in an EMP environment.

Secretary MCHUGH. Could I just add too, Mr. Chairman, Mr. Bartlett, I am deeply aware of and greatly in admiration of your technical background.

We do test all equipment against DOD [Department of Defense] standards. And I would imagine your question would be what are those standards as I am sure you appreciate that that is classified material but we would certainly be able to and be happy to discuss that with you in a classified environment, or any other member.

Mr. BARTLETT. Thank you. Thank you, Mr. Chairman.

The CHAIRMAN. Thank the gentleman.

The gentleman from Texas, Mr. Ortiz.

Mr. ORTIZ. Thank you, Mr. Chairman.

Mr. Secretary, Chief Casey, thank you so much for joining us today and there is no question that the right choice was made when the Secretary was elected. We served together for many years and we traveled to many places around the world. I will keep quiet, okay. And we went to see the troops to see what their needs were and not only those of the troops but of their families as well.

So congratulations and there is no doubt among the members of the committee that you are going to do an outstanding job. Thank you so much for joining us today.

General Casey, due to the current demands on the force you have said that the Army's readiness posture is out of balance. And that has been brought up during this testimony today. And that the Army is not ready to meet other large-scale ground combat contingencies as fast as plans require.

You also have stated that the Navy and the Air Force can provide forces to mitigate the late arrival of Army forces in some of these scenarios. As you all well know that everything revolves around the readiness of our troops.

One of the things that come to mind is if we do that we have to worry about the sustainability that we are able—to be able if those troops are waiting there for help that they can sustain themselves and defend themselves. Another thing that worries me is the pre-positioned stock, that we are very well stocked so that our troops would not be lacking equipment, ammunition, and so on and so forth.

However, given the declining state of readiness of the Navy and the Air Force, are you still confident of the assessment that was made? And if not, how can we help? What can we give you so that we can be more ready to defend our positions when we do take command and control? Any one of you that would like to answer the question. Thank you, sir.

Secretary MCHUGH. Go ahead.

General CASEY. Congressman, thanks. Couple of points that I talked about in my opening statement that get at some of your concerns. First of all is reset and the continued funding for reset, as I said, is absolutely essential to the long-term health of this force. And aviation vehicles and the $10.8 billion in this budget keep us in the right direction. I worry over time that people, as we decrease the number of soldiers people will think about reset in different ways but it is essential that we sustain that.

The other thing I would tell you on the readiness to commit forces for other things. That is why it is so important that we com-

plete the move of the Army to this rotational model. And in this rotational model readiness will be progressive. And when a unit is available they will be fully ready. Manned, trained, equipped.

In the next phase, when they are in their training phase, they will be manned and equipped at a level sufficient for them to complete the training phase and to deploy rapidly if there is a contingency. We don't have that capability now.

And then lastly, when they are in the reset phase, we will have no readiness expectations. They have six months to basically recover themselves and their equipment, to put themselves in a position where they could begin to train for something else. And so that is the whole rotational cycle and readiness model that we are moving to. And I do believe that it will allow us to meet the current demand and to provide forces to hedge against the unexpected contingency.

Secretary MCHUGH. If I could add, Congressman Ortiz, the budget contains over a $102 billion dollars over the next five years to build on those readiness components, to restock the forward deployed pre-positioned stocks, et cetera et cetera. And that begins to take the Army from start to finish it is about 80 percent.

We rate the readiness on equipment right now. That will begin to build it up into the mid-80s and it will take time. It is hard to maintain that when you are at war. But we think this budget gives us the opportunity to head out in the right direction.

Mr. ORTIZ. My time is up. Thank you so much. Good to see both of you.

The CHAIRMAN. Thank the gentleman.

Gentleman from Virginia, Mr. Forbes.

Mr. FORBES. Thank you, Mr. Chairman. And Mr. Secretary and General, we have heard a lot of accolades today and all of them are well deserved. And can't tell you how much confidence it gives us sitting over here to know that we have two individuals with the kind of integrity and competence that both of you bring sitting on that side of the table.

One of the things that often bothers me though is that there are a lot of accolades we are not able to give to people in serving in the Army because they are not here. I still think some of the unsung heroes that we have are the people that deal with logistics.

And I just want to compliment both of you for the great work that the Army has done logistically across the wars that we are fighting. I think when all the smoke clears that is going to be one of the great stories that we write, particularly in Fort Lee. You have done a wonderful job down there in standing up the new Logistics University. And I just want to compliment you and all the people that serve in that area.

I just have one specific question. And this is something you may have to get back to me on. But the Army has a requirement for lightweight body armor. But none of the services have yet solicited for lightweight body armor to my knowledge. The Section 216 of the Fiscal Year 2010 NDAA [National Defense Authorization Act] required that the Secretary of Defense ensure that within each RDT&E [research, development, test, and evaluation] account of each military department a separate, dedicated program element is assigned to research and development of individual body armor and

associate components. The P.E. [program element] as far as I know has not yet been established.

As you know, we have got a lot of these companies that really came to bat for us when we needed them to produce, you know, some of these products. And so my only question to you, and I don't expect you to have answer today—you might have one—if we can just make sure that the Army complies with that fiscal year 2010 provision and establish that separate P.E. for a robust research and development of lightweight body armor because we want to make sure it is available and there for our troops when we need it and——

Secretary MCHUGH. I appreciate your allowing us some flexibility there, Congressman. We will certainly check on that. I have been up to Aberdeen, and I know our friend from Maryland is familiar with that. But I think you are correct. The major focus is on the more protective plates we are issuing in the theater. But we will check on the NDAA requirements under that section and try to get back to you.

[The information referred to was not available at the time of printing.]

Mr. FORBES. Good. And with that I just thank you for what you are doing. And Mr. Chairman I yield back the balance of my time.

The CHAIRMAN. Thank the gentleman.

The gentleman from Arkansas, Dr. Snyder.

Dr. SNYDER. Thank you, Mr. Chairman. Thank you, gentlemen, for being here.

My friend, Mr. McKeon in that last several hearings in his opening statement first time when we were talking about "don't ask, don't tell" he used the phrase a special interest, which I found perplexing. In the second hearing he used it, I found it irritating. And being used today, I just find it plain wrong.

And you know, the thousands of men and women, gays and lesbians that are serving honorably today that want to be able to put down the next of kin to be notified in case of their death. They are not a special interest. They are patriotic soldiers.

Or the thousands of men that are serving honorably that all they want to do is to know that they can talk about their personal life, the things that go on back home when they are deployed. They are not a special interest. They are patriotic Americans serving in the military.

So I think we need to conduct this debate respectfully of all sides and recognize that these thousands of men and women that are serving, we ought to not try to denigrate them by referring to them as a special interest. They are our soldiers and airmen and sailors.

The topic has come up, General Casey, about this issue of moratorium. I understand Senator Levin's goal. I think that if you are going to do a moratorium, you might as well just do the repeal and move ahead. I mean, that puts you all in kind of a strange situation that you would have a waiting list for people to be bumped out if somehow it doesn't get repealed.

But you also have this muddled up situation I am sure familiar with by now, the Ninth Circuit case, which I have talked about here in the last several hearings that has conferred constitutional protections on gays and lesbians who are in Oregon, California,

Washington, or Idaho. And it already is a muddled up legal situation for you.

And we all know you have commanders out there that are looking the other way because they have troops that are gay and lesbian, are doing a good job and so that already creates this situation where we know you have people in the military.

I have two specific questions for you, General Casey. One, the topic has come up. How are gays and lesbians going to be able to participate in any kind of a study? I asked that question yesterday and Secretary Mabus said he thought they would come up as being constructed some way where they could participate anonymously.

And I don't see how some kind of an anonymous statement from gays and lesbians who are full bird colonels or even general officers would have the same impact as you sitting down with a heterosexual folks who can express their views more fully.

My staff, as I was heading out the door, stuck this mask in my hand that suggested perhaps we could have Army-issued masks for people. I think they were secretly trying to get me on Daily Show with Jon Stewart and hoping I would wear it. But I just don't see how you can have that kind of full discussion you want when the gays and lesbians in the military are going to not be able to express the kind of view and give you idea of what it is like. So I would like your comments there.

I would also like your comment on the following question. As I hear this discussion about readiness, and the discussion about readiness really started in the early 1990s when this policy was put in. I would like to hear your response to leadership. It seems to me, General Casey, I have more confidence in your leadership skills than you do. Or Admiral Mullen has more confidence in your leadership skills than you do.

Because when you have—there are thousands of gays and lesbians serving but they are such a small minority of the force. All they want to do is to be able to do their job, get in their 20 years or longer time after that if they have the skills and ability.

It is difficult for me to see how with your leadership skills and the incredible leadership we have in the military today that somehow that group of people having a shift in their legal situation in the military would somehow cause a decrease in readiness, unless the leadership skills at the highest levels of military leadership are not what I think they are.

So we throw out this phrase of this negative impact or potential negative impact on readiness. Why is it that I have more confidence in your leadership skills than you do?

General CASEY. Senator, excuse me, Congressman. It is that time of the year.

Dr. SNYDER. About 8 or 10 months from now, it is going to be neither one so go ahead.

General CASEY. It will be an issue of leadership. But as I mentioned, I have concerns. And the fact of the matter is we haven't looked at this in 17 years and we don't know the impact. And we are in the middle of a war and it is my responsibility to provide the Secretary of Defense, President, and Congress my views on the military effectiveness and readiness of the Army.

I don't know the answer to that, to the question on readiness. And when I do and I have informed myself and informed Congress, then I will lead. But I find it difficult to lead at the level that I am informed at currently.

Dr. SNYDER. My time is up but I have great confidence in your skills, General Casey and——

Thank you, Mr. Secretary.

The CHAIRMAN. Mr. Conaway, please.

Mr. CONAWAY. Thank you, Mr. Chairman. Appreciate that.

Gentlemen, thank you for being here. General Casey, thanks for bringing great examples of why we all want to do this and do it right with those four soldiers behind you and the wife that former soldier. Thank you for bringing them to us today to let us see it. It is important.

My issue is going to be very mundane. It is not very glamorous. But it reaches across everything you do, both of you. And that is financial systems, internal control systems, and the auditability of all the data and things that you guys make decisions with is currently you can't do it. Department of Army does not have audited financial statements. And for lack of a broader description let's just say that because it is a broader issue than that.

John, you mentioned responsible stewards of the taxpayers dollars. We can't be as good as responsible stewards if we don't know everything we ought to know and the systems aren't there. I am pleased with the acquisition process review that you are doing because this goes hand in hand with that process. And it is not going to be easy. It will require tough decisions. It is going to require some tie breakers and that is what, General Casey, you do everyday is you have got competing interests within the team and you have got to make a decision. That is going to have to happen as well.

And so basically what I would like to hear, a couple of comments from you about the importance of this issue to the system—the level of involvement that you sense that the Business Transformation Agency, which has the unenviable task of having the responsibility to get this done and no authority to get it done. They basically have to cajole the folks in your teams to make that happen.

But every dollar that gets saved goes to sustaining families. It goes to reset and it goes to modernization as opposed to maintaining archaic legacy, out-of-date systems that, because folks are comfortable with them, they defend. But we could do all of that work much better, much more efficiently than we are doing it but it is going to require protracted effort to get it done. So comments from both of you about that?

Secretary MCHUGH. If I may start. You know, the chairman graciously asked me what I was surprised about. I gave the answer on the civilians—that I was more than a little surprised when I found out you couldn't audit the Army.

Mr. CONAWAY. You are not alone. Nobody can—the Navy and the Air Force aren't auditable either but the Marines have taken the task of getting it done.

Secretary MCHUGH. Well, I will stick to the Army wing at the Pentagon.

Mr. CONAWAY. Sure.

Secretary MCHUGH. But it is something we are focused and you mentioned a number of the components. So this Congress directed us and I think wisely so to create a chief management officer, the CMO, which is by law the Undersecretary of the Services. I have taken the steps necessary to execute the stand-up of that.

We are fortunate, very fortunate to have a very able Under Secretary Dr. Joe Westphal who has actually been in the building before, served as Acting Secretary and knows the building and knows the challenges. And we are setting up the Office of Business Transformation. I have executed the documents for that. So I think that kind of professional leadership is a critical first step.

Beyond that, our FM&C [financial management and Comptroller]—we just got a new ASA, new Assistant Secretary of the Army, Ms. Matiella and she is focused on this like the proverbial laser and her Principal Deputy, Bob Speer brings an enormous wealth. And that is his objective to try and work through and bring auditable systems into the Army. We are working with Bob Hale, the Comptroller of DOD to try to improve our internal control and processes. It is called the GFEBS [General Fund Enterprise Business System]. It is a general fund system.

We hope to have that set up by 2012 that will start to harmonize ourselves with regular accounting systems. We are trying to bring an integrated personnel pay system into effect. Just overall internal controls that I would defer to your expertise, sir, as I understand it. We will bring us in line to auditability, although it is a long, long road. But we are breaking out toward it, and I am to this 5 months into the job, I think we are on the right track.

Mr. CONAWAY. General Casey, any thoughts?

Secretary MCHUGH. If I could, Congressman?

Mr. CONAWAY. Sure.

Secretary MCHUGH. The systems are important but the mindset is also important. And about 2 years ago I started sending flag officers, one and two stars to University of North Carolina business school for a week to change their mindset. To get them more involved in thinking about cost and thinking about benefit, and then thinking about overall value. And we have been embarked on a program to grow an enterprise approach inside the Army so that we can reduce our spending and take the money that we do spend and get most value to the Army.

Mr. CONAWAY. Thank you, Mr. Chairman. I hope to be here a long time gentleman to continue to niggle you about this deal because it is important. Thank you for being here today. Yield back.

The CHAIRMAN. I thank the gentleman.

Gentlelady from California, Susan Davis.

Mrs. DAVIS. Thank you Mr. Chairman. It is good to see both of you here and we certainly appreciate your comments. I know that you are very concerned about the flexibility that you have in the balance. And I hope that we can continue to work through that because, as you suggest, there are many risks that you are still trying to balance out there.

What I appreciate is that so much of your focus is on the men and women who serve and their families and the role that they play. And I continue to want to work with you on that. I wanted

to follow up for just a brief moment on the issue that we are looking at in terms of "don't ask, don't tell" and the year or the time that we are going to take to try and look at this issue. And particularly General Casey, what do you hope to learn from that? And what is it that you think will most inform you?

General CASEY. Senator I think the three elements of the Secretary's program are exactly what we have to inform ourselves about.

First of all, we have to hear from our soldiers and families. We need to get a better understanding of where they are on the issue. We don't know that now. I mean as you can imagine we go around the Army, we talk to groups, we form our views but it is not something where I am comfortable enough looking at the Secretary of Defense and the President in the eye and say we shouldn't do this or that. So the first is getting the views of the soldiers and families on this.

Second is understanding all of the implications of implementation. We need to understand them so—because I think some of the implementation, if it can be mitigated——

Mrs. DAVIS. How, I guess, how do you hope to get to that? And I think also in terms of trying to understand the issues from the men and women who serve's point of view. Is it through questionnaires that we hope to get that information?

General CASEY. I don't——

Mrs. DAVIS. I am just trying to get a handle on it so we can respond better.

General CASEY. I think you understand—that the Secretary has put the Honorable Jeh Johnson and General Carter Ham in charge of this. They are working the modalities of this now. I would assume it would be some surveys. Probably some online surveys and things like that. But I don't know.

And the last thing, when we inform ourselves on where the soldiers and families are and on implementation that will give us the sense of what the impact on readiness and military effectiveness will be.

Mrs. DAVIS. Okay. Thank you. I hope that you will have the opportunity to bring whatever tools, personnel to make certain that your perspectives and others' perspectives are part of that discussion because we need to know really what is the most salient issue.

And in the past when we have changed policies is that the way that we have done necessarily and how—you know, how compelling is that in terms of the way that information comes back. I think we just want to be sure that people have faith in it, that they believe that that is the best way to try and obtain that information. So I appreciate that.

I want to turn to another issue of controversy, if I might. And as you know, the DOD recently notified Congress that the Pentagon is removing the ban on allowing women to serve on submarines. And at the same time we have female Marines stationed at Camp Pendleton who are receiving training as part of the frontline engagement in Afghanistan.

You recently stated, General Casey, that you believe the Army should take a look at what women are actually doing in Iraq and Afghanistan and then take a look at our policies. In your opinion,

how vital are women in the war efforts that we have in Iraq and Afghanistan today? And what does the Army need from us, from the Congress to help the Department reassess the role that women are playing in today's Army?

General CASEY. Thank you. Obviously women are an integral part of the force. And so they are integral to everything that we do. And we have a process where we, about every 3 years, we periodically go back and we look at the policy.

We, Secretary McHugh and I, have been kicking this around for awhile and I am sure he will want to comment on this in a second. But we in our policy some years ago, we went beyond what the Department of Defense has said in terms of participating in units that participate in ground combat. And we have added a restriction on co-location with units who participate in ground combat because of what is going on in Iraq and Afghanistan, I feel it is time to go back and re-look at that co-location provision.

Secretary.

Secretary MCHUGH. If I just may—General is absolutely correct. This is something we have been talking about since soon after I walked in the building. I was surprised to find out that the Army did have a more restrictive policy than DOD recommendations. Not that we weren't allowed to do it but it was unnecessary.

And the question we have again as the Chief indicated, does it work? Does it match up with the reality of today's battlefield? So we met yesterday with the G1, the personnel head. New on the job, General Bostick, who is carrying forward this study that we do every 3 years to look at the MOSs [military occupational specialties] and matches against women serving in the United States Army. And when we get that back we are going to take a hard look to try to realign ourselves with reality, whatever that may mean. We need to see the study.

Mrs. DAVIS. What do you think that timetable is going to be?

Secretary MCHUGH. I expect we will have it no later than early fall. I would hope it would be quicker than that.

Mrs. DAVIS. We would love to follow up with you on it. Thank you.

The CHAIRMAN. Thank the gentlelady.

Mr. Lamborn.

Mr. LAMBORN. Thank you, Mr. Chairman. And thank you for being here today and for your service to our country. I would like to ask a question that we have already had conversations on and that concerns the combat aviation brigade situation in our country and specifically as relates to Fort Carson in my district.

The 4th ID [infantry division] is stationed there, the only infantry division without a combat aviation brigade in the Army. Now the Army budget request supports the addition of 2 new CABs [combat aviation brigades], a 12th in the fiscal year 2011 budget and a 13th in fiscal year 2015. And the Army indicates that the existing assets will be used to create—well anyway, I will go on.

What criteria is the Army applying to determine where to locate these new combat aviation brigades? And when do you expect to make a decision regarding where they will be located?

Secretary MCHUGH. As we discussed when we appeared before the Senate between Senator Udall who remarkably shares your

perspective on this and Senator Begich from Alaska who has a somewhat different perspective. We are trying to work this through on a—normal parameters by which we base, not just CABs but Army assets anywhere. In other words, how does it facilitate training?

What if, any effect is placed through deployability, the training opportunities, lack or presence thereof, encroachment, freedom of flight, et cetera et cetera. Those are evaluative systems that have been employed for quite some time and we are engaged on that right now. I am not aware that we have a specific timeline.

Obviously the 12th CAB has more immediacy and concern than the 13th. The 12th is being formed out of available Army assets. It is not a new acquisition program. So we want to be able to move forward with that fairly quickly.

That is, as you know, a very high demand and low density capability that we want to grow. The 13th will be further out and we have not even begun the process as far as I am aware of stationing decisions but the 12th is underway. Again, I would defer to the Chief. If we have an established deadline on that stationing, I am not aware of it.

General CASEY. No, I think it is sometime within the next 60 days though.

Mr. LAMBORN. And you will keep us posted on how that develops?

Secretary MCHUGH. We have a system of IMCs [information for Members of Congress] that we absolutely will, sir.

Mr. LAMBORN. Okay, well I appreciate that answer. And in a sort of related vein, in light of the recommendations in the QDR that the Department is reevaluating its force structure requirements, particularly in the European theater. At this point in time we have not changed our—well, anyway. There are two BCTs there in the European that are going to be transitioning back to the United States. How is the status of that looking and what are your thoughts as far as going forward on those European BCTs?

General CASEY. The QDR pushes the decision on that back until after the NATO [North Atlantic Treaty Organization] discussion on the strategic concept. I expect that to be done sometime in the fall.

Secretary MCHUGH. Just for the record, that is not an Army decision. The basing, should they be redeployed back, and we are still programming for that return, just so we are prepared for whatever decision comes down, is our decision. But the actual redeployment decision is not Army. It is DOD.

Mr. LAMBORN. Okay. Thank you once again for being here and for your service. And Mr. Chairman, I would yield back.

The CHAIRMAN. Thank you, gentleman.

The gentlelady from California, Ms. Sanchez.

Ms. SANCHEZ. Thank you, Mr. Chairman. And thank you to both of the gentlemen before us today once again for your service to our country. I had to step out for awhile so I am sure, I know that some people have asked some of the questions that I had. I just wanted to sort of reiterate a couple of things and then ask one particular question. We started out when Mr. Bartlett asked about the body armor. And I think that is an incredibly important issue. I

know that I worked a lot—we have several manufacturers in California with respect to body armor.

We work a lot, in fact we are doing a pilot body armor issue with our law enforcement to have them have armor with the weight across the shoulders as we do in the military because it is pretty important with respect to health issues that are going on. I just wanted to reiterate how important.

And every time that I have gone out, and I have recently visited Afghanistan and I have talked to our soldiers out there. They talk about the weight of everything that they have to have on them. I know the minimum weight for example on a law enforcement officer, and believe me the minimum. There is a lot more that gets attached to that person. It is 38 pounds.

So I am sure in the military when you start to talk about carrying around rifles and everything it is probably closer into the three—possible three figures. So again, body armor incredibly important. And I will admit. We have factories that we are running at three shifts who are now running at one shift because there isn't the type of procurement going on.

And I will also remind you that the conditions of Iraq, the heat, exposure, et cetera, makes that body armor deteriorate in its effectiveness after awhile. So please, this committee has been very interested in body armor from the very beginning. It is one of the lifesavers we have out there and we really want you to make sure that you get a budget and the procurement for that.

Also, the M4—I don't read blogs but my staff has looked at blogs by our veterans who come back. And I can't tell you how every other one is about my M4 jammed. And we know we have seen tests where there is an effectiveness of less jams by other manufacturers. So we really need to dust off that RFP that was done, you know, 5 years ago and 1 year ago. And let's get this—our act together and let's look for a weapon that doesn't jam on our soldiers.

I also had spoken to you, Mr. McHugh, Secretary McHugh earlier about the sexual assault language that you and I had—you so graciously allowed me to work on and shepherd through. I know that we have some problems with some of that and I would like to work with you, as I said, this year to try to ensure that nobody is being assaulted in our military, mostly women, of course.

And I guess my last question for you would be back to this issue about Afghanistan and the plus-up that is going on with troops out there. A comment by our President that he thought we would be withdrawing them, these new troops, this surge within 18 months. Can you speak a little to how you think things are going in Afghanistan and whether that 18 months down surge or bringing back of the troops could really happen? And I will leave it to either one of you, probably the general.

General CASEY. Okay. On the surge, we have already begun moving the forces in there, into Afghanistan. And we would expect to close those forces here probably by the end of August. You also recall at the time that the policy was changed there was a discussion about when and how many of the troops would begin withdrawing. And it was said that it would be conditions-based and it would be appropriate to the conditions on the ground. And so I don't think

there is an expectation that all of the forces going in in the surge would start coming out next summer.

Ms. SANCHEZ. Well, there may not be an expectation among you who have been sitting in the room. But I will tell you, I think there is an expectation by the American people. And I think one of the ways this 30,000 new troops into Afghanistan was sold was that we would get them in right away, within 6 months I believe was said, and you are telling me in August that is beyond the 6-month period. And then start a withdrawal within 18 months.

So I mean, this is not the first time I have asked this question. But I want to put it clear on the table that I think our troops are going to be there a lot longer and Americans need to know that given the economic and financial constraints that our individual families are feeling.

General CASEY. Yes. And I would just say that there still has been no change to policy that the withdrawal would start when it was——

Ms. SANCHEZ. Policy is one thing.

The CHAIRMAN. I thank the gentlelady.

Ms. SANCHEZ. Perception is another, General. Thank you.

The CHAIRMAN. Mr. Wittman.

Mr. WITTMAN. Thank you, Mr. Chairman.

Mr. Secretary, General Casey, thank you so much for joining us today and thank you for your service to our Nation.

You know, today I think we are all concerned about the capabilities that our warfighters carry to the battlefield with them. I know one of the challenges you all have is the transition from the future combat systems to the Army brigade combat team modernization. And I am just wondering, you look at the FCS technologies that have been developed and my curiosity is the transition that is happening between FCS and the brigade combat team modernization programs.

And an issue many of my colleagues and I are concerned about is the impact on the Army's operational concept, force structure, and doctrine. And within the FCS or the brigade combat team modernization effort, I am also interested in hearing your thoughts on the unattended ground sensor development program.

I want you to know I fully support any effort that puts these mature, enhanced capabilities into our combat units as soon as possible. And I believe the Army should pursue the most cost-effective methodology prior to making full-rate production decisions. However, I do have some concerns.

As you know, the most recent Army field range tests, I understand that the program is behind schedule and not performing very well. In fact, January 21st, in Congress Daily it stated that unattended ground sensors do not meet the Army's reliability requirements, a fact that could adversely affect operational effectiveness and increased life-cycle cost.

And as you know the fiscal year 2010 NDAA directs the Army to provide a report to this committee by March 15th of this year. And this report could address the potential business case analysis for or against multi-source procurement of FCS unattended ground sensors prior to making a full-rate procurement decision.

And within that context, General Casey, has the Army completed that report and do you expect it to be delivered on time? And what do you think will be the results of the business case analysis? And also, it seems like to me that it would just make good sense for the Army to integrate the so-called current force unmanned ground sensor into the development program and to have a full competition prior to reaching any kind of procurement decision. And I want to know if you would agree with that particular scenario?

General CASEY. Thank you. First of all, on the transition from the future combat systems program, I think it is important for folks to recognize that the majority of that program, with the exception of the manned ground vehicle, did transition forward and continues. And the network work that was done is a major part of our effort as are the capabilities packages. And the things you are talking about, the unattended ground sensors, are part of those capabilities packages. We have expanded what we put in these capabilities packages to include things that are proving useful to the current force.

And as I said in my opening statement it is part of our attempt to put as much equipment into the force as rapidly as is ready. The unattended ground sensors did have reliability problems during the last test. And they are also just—they are a bit heavy, a bit heavier than we wanted. And so we are looking at them and we are looking at other alternatives.

I mean one of the things, Chairman, that I talked about in my testimony was about technology advancing so fast that we have to proceed incrementally. We have been developing these sensors for a long time. And as we have been doing that others have come along and developed sensors that can be smaller and may be as effective. And so we are going to incorporate some of those into our tests to make sure that we get the best value for the Army.

Secretary MCHUGH. If I could add, you know those were initial unit testing. And they were the first round. And actually they are intended to and generally be bad news stories so we can learn a way to go forward. I was the ranking member when Secretary Gates pulled the plug on FCS. And he called me and frankly I wasn't surprised but I was disappointed.

But he made a commitment to take and refinance and recapitalize the spinouts. He promised money and he has been good to his word as has the President and provided us $934 million just this year to work on the development of the ground combat vehicle. So I think this is a lemons to lemonade kind of story if we can continue forward because the Army has to have a credible modernization strategy and we have to prove we can do it.

Mr. WITTMAN. Secretary, one question on a little bit different issue. I know as we transition, move units around, relocating units around the country, obviously BRAC puts a number of those efforts in place, the BRAC from 2005. And the Department programmed $73 million in fiscal year 2011 and $65 million in 2010.

However, at the end of the year 2008 the Department indicated that $1.4 billion is required to complete their environmental remediation activities there for BRAC. And I understand the Army is making its best effort to conduct environmental impact statements to ensure local communities aren't adversely affected.

And as you know, I represent the district where we have Fort A.P. Hill located and there has been the movement of the EOD [explosive ordnance disposal] facility there. There is some concerns about folks there in the community about making sure that environmental impact is well understood and well taken into account as far as that movement.

And we all want to make sure we got that school there, that capability because IEDs [improvised explosive devices] we know are a big issue today. I was just wondering what other steps are being taken on a larger scale with the Army to remedy concerns about BRAC moves and environmental impact concerns of local communities? And do you know will there be any additional resources to complete your BRAC moves at the statutory completion date of September 2011?

The CHAIRMAN. Can you answer very briefly?

Secretary MCHUGH. Yes. We feel we are sufficiently resourced to pull through by September of next year what you rightly described as the largest BRAC in the history of BRACs. It is bigger than all the others combined but we are on time and on target. The stewardship of communities affected by moving, particularly on environmental issues, is something we take very seriously. I want to make sure we are working with communities. And if we are not meeting that expectation that is something I need to hear about and I promise you we will try to make it right.

Mr. WITTMAN. Thank you.

The CHAIRMAN. Thank the gentleman. I am told that we will have one vote in the very near future, but let's roll on.

Mr. Taylor.

Mr. TAYLOR. Thank you, Mr. Chairman.

And John, congratulations on the new job. It is well deserved.

General Casey, as always, thank you for what you do and your willingness to stay in touch with us.

John, 2 years ago we were in the middle of a crash program to build MRAPs. Now we have the great luxury of bringing them home from Iraq. But we are still training people to go to another war and another place and it is my understanding that almost every one of our training installations is short on MRAPs as far as training.

My Camp Shelby has 18 to train approximately 5,000 troopers on a given day. That is nothing more than show and tell. So now that we have this luxury of an excess of MRAPs in Iraq I would ask that you give serious consideration as getting as many of those that you don't need in Afghanistan to the training installations so that we do fight as we train.

Secretary MCHUGH. That is something, in fact, the chief and I discussed just yesterday with the G3 General J.D. Thurman. And we do have training packages, about 85 MRAPs in CONUS [continental United States] that we are utilizing in addition to those available on a base by base basis. But we recognize we need to do better. As I know you understand, sir, we are flowing everything into theater to protect those troops and to build that up. But the next absolute essential component of that is to provide sufficient training bases here at home.

Mr. TAYLOR. Secondly, recent visit to Balad. A particularly honest National Guard colonel tells me that he held an amnesty day. Doesn't care how it got to Iraq, if the government paid for it, you can turn it in, no questions asked. He had a two-mile long line of vehicles, generators, everything under the sun. In fact, he cut it off when it got to when the line got two miles long.

Having sat in this room and knowing how difficult it is to get the dollars from our colleagues to buy those things, I would ask you now in this capacity to do everything we can to make sure that they all return to good use, either inside the United States Army, the Army National Guard, the Army Reserve, a fellow service, or made available to local communities.

And I told General Casey this. He doesn't need to ship anything to Afghanistan that is not going to work for at least a year. I understand that the costs of getting it there are enormous. But for our local communities whether it is a blizzard in New York, a hurricane in Mississippi, they don't need a generator that is going to run for a year. They need a generator that is going to run for 3 weeks.

But for 3 weeks until the power is restored, they really need it. And so I would hope that given the vast amount of expertise that you have in your force, people who held elected office either as a country supervisor or road crew, chief or emergency responder back home, that you make every effort to find just enough people in Iraq to go through what is being turned back in.

And if the Army doesn't need it, the military doesn't need it, let's make every effort to make it available to our local communities who could use it, and we both know they are cash strapped in today's environment.

Secretary MCHUGH. As someone who started in local government, I fully agree and understand. We in fact are working to try to integrate a local government and state government disposal program. One of the challenges we are facing is working through the association that has been stood up to represent the local and state governments. They need to have some—this is John McHugh.

They need to have somebody in theater. There is just too much of a geographic disconnect for them to try to—ferret through all of these platforms so we are working with them. I am hopeful, I can't promise, but I am hopeful that is going to happen which will greatly facilitate the flow——

Mr. TAYLOR. Mr. Secretary, having laid down that challenge, anything I could do on this side of the room to help, you let me know.

Secretary MCHUGH. I appreciate it.

Mr. TAYLOR. Okay, lastly, wounded warriors, we have been trying—I am not so sure successfully, to get as many as them who wish to continue to serve in a different capacity to our military academies as gym instructors, as squad level officers, plumbers, electricians, whatever their skill is, if they wish to remain in the force. But since you have the luxury of two of the academies in your home state, and most of them tend to be in the north, what I would ask you to consider is expanding that program, and this is the Chairman's suggestion, to the different ROTC [Reserve Offi-

cer Training Corps] programs since there are multiple ROTC programs in every state.

We can get that warrior closer to home as he makes that transition from military life to civilian life. Let him continue to do meaningful work within the United States Armed Forces, but again, it is going to take the intervention of someone like you to see to it that this happens. I would ask that you give it every consideration.

Secretary MCHUGH. Absolutely will. I will tell you I have two wounded warriors on my personal staff at the Pentagon. It is something we encourage, and we want to try to reintegrate those great heroes in every way we possibly can. I think that is a very interesting suggestion. I promise you we will look closely into it.

Mr. TAYLOR. Again, congratulations on the job.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you.

I hope you will get back to Mr. Taylor on that in 2 or 3 weeks, and see the status of it. Thank you.

Mr. Coffman.

Mr. COFFMAN. Thank you, Mr. Chairman.

Secretary, General Casey, thank you so much for coming in for your service.

General Casey, I have got a question about post-traumatic stress disorder and the soldiers that are being discharged with that.

First of all, I want to thank you for putting an emphasis on it through this resiliency training, and I hope that has a mitigating effect on PTSD [post-traumatic stress disorder].

But my discussions with some mental health professionals tell me that it is a reversible syndrome, given the proper treatment.

And so I think, my question to you is, if in fact it is reversible, why are we still discharging soldiers with PTSD and giving them disability?

And number two, and this may be beyond your pay grade in the sectors as well because I think it goes to the Veterans' Administration that I have talked to soldiers that have been discharged with PTSD, and that not having adequate treatment available to them once they discharge them.

This is, you know, we have discharged quite a few folks with PTSD and not provided adequate treatment to them. I think it is unfair to those soldiers, and it is unfair to the taxpayers of the United States to have to pay for disability payments for a condition that is reversible.

General, could you answer that, and Mr. Secretary if you have any comments as well.

General CASEY. Well, first of all, thank you for your interest in this. In fact, we started out back in 2007 to try to reverse the stigma associated with getting help for post-traumatic stress because all our studies said exactly what you say. That it is reversible.

The other thing that our study showed us was that the more often you deployed, especially with small times between deployments, the more likely you would become to get post-traumatic stress. And so we felt it was usually important to get people to the treatment as soon as we could. So that is the first one.

Second point, we have established resiliency centers on several of our installations. The most prominent one being at Fort Bliss,

Texas, this really was the original one. And they take a very small number of soldiers, about 16 to 20, about a platoon size with more severe post-traumatic stress, and they work with them for periods up to 6 months. And they have had very good success.

But while it is reversible, everyone does not necessarily recover on the same timelines or on timelines that make sense. So we recognize the challenge presented by this. I think we have attacked it aggressively, and in the last part about it, I would say, is the resiliency program that I talked about.

It is designed to give soldiers and family members the skills to prevent them from getting post-traumatic stress to begin with, and I think that is the only way we are going to succeed here over the long haul. One of the principal tenants of this program is the recognition that most people—the vast majority of people deployed to combat, they have a growth experience.

And there is a misperception out there that everyone that goes to combat gets post-traumatic stress, which is not true.

Secretary MCHUGH. If I may, it is an absolutely critical issue. If you go to any warrior transition unit in this country and we have 29 of them, and building 9 more complexes. You will find soldiers there who have been diagnosed with PTSD, and we provide treatment.

The challenge we have, it seems to me, is that too often or very often, people aren't diagnosed with this and they really don't demonstrate symptoms until months after redeployment, and they have by their own design processed out of the military.

That is where the critical challenge is. What we are trying to do is educate the force. We are trying to intervene early, destigmatize it and provided a continuing of care and treatment so that the sooner you get it like most diseases, and it is, it is a mental disease that can be treated.

But there is a stigma and so we are trying to do that. That is not to suggest we are doing it perfectly, and I am sure we have mishandled far too many cases, but we are getting smarter on it and I think we are making progress.

Mr. COFFMAN. Well, General Casey and Secretary McHugh, thank you so much for concentrating your energies on this issue in terms of solving it. I think it is a travesty in the past to have discharged so many soldiers for something that is reversible.

And thank you, Secretary McHugh for your explanation, and I think certainly the other half of the equation rests with the Veterans Administration in terms providing treatment for those that are discharged with that.

Thank you, Mr. Chairman. I yield back.

The CHAIRMAN. Ms. Shea-Porter.

Ms. SHEA-PORTER. Thank you. Thank you, gentlemen for being here.

Mr. Secretary, it is wonderful to see you. I know the commitment that you have to the military families and you are in the right job. We are glad you are here.

I am disappointed that the Army has not expanded the small arms production industrial base to encourage competition and give taxpayers a better deal. As you know, Title 10 limits the companies allowed to bid on critical small arms components for specified small

arms to just three companies, and one of them is a foreign company.

Two years ago, the National Defense Authorization Act required a report on the small arms production industrial base. The report is now more than a year overdue.

Last year, my language in the NDAA again required the report due at the beginning of April and gave the Secretary of Defense the authority to expand, modify, or change the companies in the small arms production industrial base.

When can we expect to see the first report which is very long overdue? Is the second review on course to be delivered on time?

General CASEY. I honestly am not in a position to respond to the Defense Department's position on the report. I would be happy and will check for you and get you that information, but I am sure you understand that that is a DOD equity.

Ms. SHEA-PORTER. I do and that is the response I hope to hear from you that you would check, so I thank you.

General CASEY. Okay, I can tell you generically we want to encourage competition. There is a process by which manufacturing firms, writ large, regardless of what platform they are interested in participating in, including personal arms, can apply for certification and thereafter participate in the bids.

Whether there is a glitch with respect to that particular segment, I can't tell you, but again, we will look at that and try to get back to you.

[The information referred to was not available at the time of printing.]

Ms. SHEA-PORTER. Thank you, I appreciate that.

And then I wanted to bring up "don't ask, don't tell," and I know that you have heard this frequently, but I have some concern about how the decisions will be made and what the questions will be, and who actually will be making these decisions, because I believe that when we have a civil rights issue it is something that we have to adhere to a sense of responsibility to all the men and women, all of them, including those who are gay.

And we also have to make sure that we don't fit in any kind of judgment on anybody regardless of their affiliation, their sexual orientation or anything else.

So, I just wanted to say for the record, and I know that we will be studying this, but I want to associate myself with my colleague's comments, Mrs. Davis from California.

And I also wanted to say that I do believe that individuals who love this country, serve this country honorably, have given their lives to this country, should be held in the same regard as everybody else without a sense of judgment from others.

Thank you, and I yield back.

The CHAIRMAN. Mr. Platts, please.

Mr. PLATTS. Thank you, Mr. Chairman.

Secretary McHugh, General Casey, I appreciate your being here today and John, I especially appreciate you being there because by you being there, it opened up the seat here for me.

So I am probably most delighted that you are the Secretary of the Army.

I appreciate your great leadership, and General Casey having visited with you in Iraq when you are in command there and now as Chief of Staff, both of you are—we are as a Nation indebted to both you for your service.

First issue, and I apologize having to go back and forth with other meetings, and if I repeat anything that was already asked. But it is specifically the rules in engagement issue.

In my visits to Iraq, I have been there nine times now, six times to Afghanistan, I remain concerned that we are asking too much of our men and women in uniform in harm's way, and we certainly mourn the loss of every civilian life lost in combat operations.

But I am worried that we are going to a point where we are putting our men and women in uniform at greater and greater risk, and tying their hands in how we expect them to find and defeat the enemy.

I didn't see the details, but in my morning paper back home this morning in New York, I saw something quick about maybe prohibiting night time raids now in civilian population areas in Afghanistan because of the risk to civilians.

I am not a veteran myself, but there is one thing I appreciate is that the American military owns the night and when it goes after the enemy, being able to defeat enemy, our advantages at night is huge.

And so, I guess, I want to just raise that concern with you and that we are in a deadly battle here. And those men and women who are out there in the front lines deserve to have everything available to them.

I think the analogy to World War II—if we put the limitations on our military in World War II that we now place on our military, we wouldn't have defeated the Nazis as we so successfully did. And so a concern, and I would ask both of you, I guess, how do you feel about where we are today with rules of engagement, including what I believe is the most recent announcement about night operations?

General CASEY. Rules of engagement are put in place by the combatant commanders and General McChrystal. I tell you I have had this—I get this feedback periodically from Members of Congress.

So I recently talked to General McChrystal about this and let him know the concern was out there. Well, he knows the concern is there because Members share that with him when they are there.

But he feels very strongly, and I would support this, having been in Iraq and having worked with the rules of engagement. There is no rule in engagement that prohibits a soldier from using all means available to him to protect himself. And nothing that General McChrystal has put in place takes that ability away for many soldiers.

It is indeed a complex environment, and I know that there, at the lower levels of the force, there are concerns with the interpretation. But it is a concern about interpretation, but they have the rules to protect themselves.

Mr. PLATTS. General Casey, I certainly appreciate that and agree with that, but I would contend that if we let the bad guy get away because we don't go after him at when we have the advantage, that

is putting our guys at risk because he is still out there, able to come after our guys because of how we tied their hands in that sense.

So, you know, most recently I saw that President Karzai made the comment and tragic story of a young girl losing many family members in an attack in Afghanistan and holding up the picture of that young girl.

The equivalent would be to hold up the picture of all the American children who have given their fathers or mothers in Afghanistan liberating that country, defending that country and our security here at home.

And I just worry that the politics of Afghanistan and President Karzai's politics within that country are impacting the security of our courageous men and women in uniform. And I appreciate your conversation with General McChrystal, and that is part of high priority for leading our Nation.

General CASEY. I wouldn't want people to leave here thinking that the politics there is putting the lives of our soldiers at risk. Again, I——

Mr. PLATTS. I don't think by you, I mean by President Karzai, that he is trying to leverage us by his actions in Afghanistan.

General CASEY. Again, I having been where General McChrystal is, I know that he feels, and I have spoken to him. I know he feels very strongly about making sure that every soldier has the ability to accomplish his mission and defend himself.

Mr. PLATTS. Thanks, General Casey, Mr. Secretary.

Thank you, Mr. Chairman. I yield back.

The CHAIRMAN. Mr. Loebsack, please.

Mr. LOEBSACK. Thank you, Mr. Chairman.

Thanks to both of you for being here today in particular Secretary McHugh.

While I am only a sophomore, I got to know you a little bit on those first 2 years when I was here and know you and respect for everything you have done, and I know you are going to be doing a great job in this position, so good to see you there.

I do first want to highlight the funding that is included in this budget for upgrades and improvements to the infrastructure at the Iowa Army Ammunition plant.

It is in my district—the Iowans who worked at that plant I think provide a great service to our country, and I am really gratified that these investments are included in the budget. I want to thank you for that first thing.

Also, I want to raise an issue that is very close to all of us in Iowa and also folks in Minnesota. In fact I think if my colleague, John Kline had been here today—he is over at the White House dealing with health care issues—if he had been here, I think he would have brought up the issue I am going to bring up before me.

And I would have reiterated this issue at that point, and that is the issue of the PDMRA [post-deployment/mobilization respite absence] benefits for our National Guard. There about 750 Iowa soldiers who have yet to receive their PDMRA benefits, and many of them are now preparing to deploy yet again. In fact I just met in the anteroom with our Adjutant General, General Orr, about that and other issues.

I am very glad that the processing of the payments is moving forward after nearly 2 years, but I also believe that we need to make sure that these payments are processed as expeditiously as possible and as accurately as possible so that no soldier is underpaid or is forced to repay part of their benefit later on.

So Secretary McHugh, I just want to make sure that you can assure me and these troops and their families in Iowa and in Minnesota that the Army is doing absolutely everything that it can to process these payments as expeditiously and accurately as possible. Can you speak to that?

Secretary MCHUGH. I can indeed and you can be assured not just great Iowans but across this country and you mentioned Minnesota, and you are absolutely right. Congressman Kline has been understandably very forward leading on this.

We have a challenge here. The Army is processing as quickly as we receive these packages as we call them from the various Guard bureaus. One of the hurdles we have to get over is the workings with the Guards and the states to validate the packages to get them to the Army.

I have spoken directly to both the chief of the National Guard as well as the director of the National Guard. In fact, I was talking to the director last evening—all the TAGS, all the adjutant generals, from the states and the territories were in town this week—and he has reaffirmed our interest in getting those packages as quickly as possible.

So if you can help us facilitate those transmissions, we will get those funds to those soldiers, that as you said and you are absolutely right, Congressman, did some hard work to earn those benefits and we want to make sure they get them.

Mr. LOEBSACK. Thank you, Mr. Secretary.

Another question I have is about the equipment for the National Guard. The budget request does not include any funding for the National Guard reserve equipment account. That is my understanding at least.

Meanwhile, the Army National Guard is not currently slated to equip all brigade combat teams to 100 percent of their requirement until 2015. Can you please explain to me how this budget supports both the National Guard's ability to respond to their homeland and their overseas missions?

In the case of Iowa, you may recall, that in 2008 we had a great flood and a lot of those National Guard folks did a lot of great work in Iowa. So can you answer that question?

Secretary MCHUGH. Yes, I have to get back to you on the details for the National Guard Iowa component. As I had mentioned earlier, we do have over the next five years, just over $102 billion scheduled for equipment readiness improvements. According to the data, I have been shown that right now the National Guard national equipment readiness is about 75 percent.

[The information referred to was not available at the time of printing.]

Secretary MCHUGH. And once these investments are made, it will improve to over 81 percent. So 81 percent is a significant distance from 100, we all understand that, but it is something that we are trying to turn the tide on and as the drawdown in Iraq continues

hopefully, successfully, and we can bring troops home and redirect investments, that will be an opportunity for us to not to continue to burn equipment readiness as soon as, with your help, we have been able to turn it out.

Mr. LOEBSACK. Okay, thank you very much.

General CASEY. Can I just add one point here on, you asked about homeland security. To ensure that the states had enough equipment to take care of homeland security missions, we established a category of equipment called dual-use equipment.

It is equipment that goes to the Guard that could be used for either wartime missions or homeland security type of disaster relief missions. In September, we were about 83 percent in filling up those dual-use items and we put a priority on that.

Mr. LOEBSACK. Thank you.

General CASEY. The other thing, the last point I would make with you is the National Guard and Reserve will be on the same rotational equipping model as the active force, and so they are not going to just have a bunch of old equipment as they approach and get ready to deploy. They are going to have the best stuff that we have.

Mr. LOEBSACK. And I would like to say, we don't have any large bases on Iowa as you might imagine, right? But we have a lot of National Guard troops who are just doing a fantastic job, and as it becomes an increasingly operational force, I think we need to do everything we can, you know, to take care of them, their families and make sure they get the equipment they need as well. So thank you very much to both of you. Thank you.

The CHAIRMAN. Thank you, gentlemen. Regarding the National Guard, I have had the opportunity, the last several weeks to visit with Missouri National Guardsmen and two things are very apparent. The first is the very positive attitude that each of the units had, without exception, and the second was the fact that so many of them have been deployed one, two, or three times in several units. Nearly everyone had been deployed at least once so I hope they get the proper recognition all the way to the top, and that is why I am suggesting that.

Mr. Owens.

Mr. OWENS. Thank you. First, I would take umbrage with those who have said they were most happy that the Secretary is in that seat. I clearly am the most happy.

I would like to ask a question that relates to the facilities. This year, there was about $500 million shortfall in facilities funding and that appears to have been restored which is of great benefit to Fort Drum and a number of the other installations. Does the current budget take into account that situation so that it doesn't reoccur this coming year?

Secretary MCHUGH. By current, you mean the proposed budget?

Mr. OWENS. Proposed budget, that is correct.

Secretary MCHUGH. And by the way, it is good to see you there too. And I appreciate it truly, you are one of the first to contact us about the effects of this so called BOS [base operation support] funding that caused these challenges. It resulted as a result of a required migration from these OCO [overseas contingency oper-

ations], from the surplus accounts, for these base operations into the base budget, and it wasn't adequately accommodated for.

So this gives us another year, by the time this budget is adopted and put in place to accommodate that. So I think we will be in a much better position. It is important to recognize though it is not unusual for an underfunding to happen in these budget lines and the reason for that is we simply don't know the operations tempo at a base by base to make a full and complete judgment. So what we will do this year, and what we have always done is to go in mid-year, see where the shortfalls are, make the necessary adjustments as I said in my opening statement.

Because these funds go right into caring for our soldiers' families and we want to make sure that those are not the funds that are part of the cuts that probably we are going to have to deal with in a broader sense in the years ahead.

Mr. OWENS. Thank you very much and I didn't mean to slight you, General, but thank you for testifying and thank you for your service. That is all I have. I yield back.

The CHAIRMAN. Thank you gentlemen.

Wrap it up, Mr. Kissell.

Mr. KISSELL. Thank you, sir, and I want to thank the Secretary and the General for being with us and thank you for bringing the four individuals that you did.

And I would like to thank them for their service to our Nation and sacrifices and wish them well in the ways they go.

Being from North Carolina, obviously Fort Bragg is a great interest to me and being my district does not include the base itself, it includes the majority of the reservation in Camp McCall and many of the soldiers and their families that serve our base.

We are also very appreciative of BRAC and what it is bringing to Fort Bragg and in Fort Bragg will have 10 percent of all the Army and when all is said and done, but with that brings challenges too especially in some of the areas surrounding the base.

I want to talk about education for just a second. We talk about our families. The children of these families and their education has to be upmost of concern and it has been. We have done a good job probably on base in getting some new schools built, but the surrounding counties don't necessarily have the money where they can just go out and build new schools because populations are coming in.

I recently went to Rockfish Elementary School in Hoke County which is outside the base, outside Cumberland County. I was talking to the fourth graders and asked how many of them had either one or both parents in the military, and I think three-fourths of the students raised their hands.

We can't have schools designed for 500 students hosting 1500 students without a loss of education. This is not so much a question but just we have got to find a way to help some of these poor counties that are benefiting for new people coming in but also having to do transportation, police and fire, water and sewage. They are being challenged and education is a way we just can't afford to lose out on. So just wondering what your thoughts may be on how can we go outside the normal perspective of helping off-base school systems?

Secretary MCHUGH. That is a question with which I have some familiarity and more than a few bruises, and I suspect Congressman Owens will soon pick up a few of those himself because Impact Aid is the mechanism by which localities are, in theory, compensated for this influx of military students and there is a variety of programs in that initiative.

I think there is no question that it has its shortcomings, not the least of which in New York for example where the local education aid is on a per capita basis. You don't get credit for that student being in the seat until at least a year after he or she has been there even though you are providing services and teachers, classroom space for that student from day one.

That is set in concordance with law. It is a Department of Education program and while the Secretary of Defense has worked very hard to try to encourage improvement of all school facilities where our men and women in uniform's children are being educated. It has been a struggle. There is a good substantial amount of investment in this proposed budget for schools for DODEA [Department of Defense Education Activity] schools, the Defense Department schools over which the Army and the Department of Defense has jurisdiction.

But it is a challenge with the Department of Education programs and if there is anything we can do to support your efforts to modernize, and I would argue to make that law a little bit more reflective of these base BRAC movements, we would be happy to talk to you about that.

Mr. KISSELL. Well, I appreciate that. We will be following up, and I know time is an issue right now. I congratulate your working with the University of North Carolina in the business school, but also I was with General Mulholland when he signed the letter of the understanding with the university system to help our special forces. That is our great systems working together.

I congratulate you on the civil affairs unit with the special forces. That is very important and encouraging if you look at civil affairs with just the regular army too because as we work in Afghanistan and other places making sure that we are doing the things with the civilian population there that enhances their lives.

It is so important to what we are doing overall. Thank you so much and I yield back, Mr. Chairman.

The CHAIRMAN. Thank you, gentleman from North Carolina.

Secretary McHugh you are now a veteran. We thank you so much for your excellent testimony, and you are in good hands there with General Casey.

And we thank you, General, for your continued service.

We will be discussing various issues with you in the days ahead as we glue our authorization bill together, but you have given us an excellent start and an excellent insight into the United States Army.

We thank you. We are adjourned.

[Whereupon, at 12:45 p.m., the committee was adjourned.]

A P P E N D I X

FEBRUARY 25, 2010

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

FEBRUARY 25, 2010

RECORD VERSION

STATEMENT BY

THE HONORABLE JOHN M. MCHUGH
SECRETARY OF THE ARMY

AND

GENERAL GEORGE W. CASEY JR.
CHIEF OF STAFF
UNITED STATES ARMY

BEFORE THE

COMMITTEE ON ARMED SERVICES
UNITED HOUSE OF REPRESENTATIVES

SECOND SESSION, 111TH CONGRESS

ON THE POSTURE OF THE UNITED STATES ARMY

FEBRUARY 25, 2010

NOT FOR PUBLICATION
UNTIL RELEASED BY THE
COMMITTEE ON ARMED SERVICES

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Introduction

America's Army continues to answer the Nation's call, as it has since it was established nearly 235 years ago. Today our Army is fighting two wars, assisting other nations as they build their own security capacity, supporting civil authorities at home, helping the people of Haiti rebuild after a devastating earthquake, and preparing to deter and defeat new threats. The Army's Soldiers, Civilians, and Families faithfully shoulder the load that our Nation asks of them. With the support of the Congress, we are on track with our four-year plan to put the Army back in balance.

Though their sacrifices can never be fully repaid, the Nation continues to recognize and honor our Soldiers and their Families by supporting them before, during, and following deployments. Our Soldiers rely upon the best training and equipment that our Nation can provide to accomplish their mission. Yet even with this continued support, the demands of eight years of war weigh heavily on our Army. The strain of multiple deployments is evident on Soldiers and their Families. Equipment is used at a pace that seriously challenges our maintenance and replacement capabilities and resources. The stress is present in our institutions as we change 20th-century systems and processes to meet the demands of the 21st century.

Our Nation faces the difficult challenge of balancing when, where, and how to engage in a dynamic and uncertain world while meeting important priorities at home. However, when the security of our citizens or allies is threatened, the Nation can depend on **America's Army – the Strength of the Nation.**

Strategic Context

The United States faces a complex strategic landscape with an array of diverse security challenges. We are fighting wars in Iraq and Afghanistan while preparing for future challenges to our national security. For the foreseeable future, violent extremist movements such as Al Qaeda and other terrorist organizations comprise the most immediate threats. Current global economic conditions, changes in demographics, cultural pressures associated with globalization, and competition for scarce resources exacerbate the uncertainty and volatility of the strategic environment. Within this setting, the American Soldier stands as our Nation's most visible and enduring symbol of commitment in an era of persistent conflict.

Persistent Conflict

For the near future, 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 – will characterize the global security environment. Security crises will arise unpredictably, vary in intensity and scope, and last for uncertain durations. These challenges will take place in all domains: land, sea, air, space, and cyberspace. Natural disasters and humanitarian emergencies will continue to be frequent and unpredictable missions, requiring the commitment of

Soldiers and resources. In this dynamic environment, the Army will conduct operations that span the spectrum of conflict from humanitarian and civil support to counterinsurgency to general war, often simultaneously.

Global Trends

Several global trends will continue to shape the international security environment and the conflicts confronting our Nation. Globalization may increase prosperity, but it can also spread destabilizing influences. The unequal distribution of benefits creates societies with divisions between "haves" and "have nots" – divisions that can be exploited by extremist ideologies and lead to conflict. Fault lines reflecting protracted competition and friction can erupt unpredictably as societies struggle to adjust to the move toward modernity and greater interdependence. Meanwhile, increasingly available and affordable technology provides our adversaries sophisticated tools to enable a networked approach to recruiting the disenfranchised and exporting terror.

Shifting demographics and rapid population growth that is increasingly urbanized can continue to break down traditional, localized norms of governance, behavior, and identity, and further strain already stressed governments. This is especially true where a lack of economic opportunity increases the potential for instability and extremism. Those who are disaffected may rebel against perceived Western interference, challenges to traditional values, and ineffective governments. Increased resource demand, in particular energy, water, and food, is a consequence of growing prosperity and populations. The growing global competition for resources will continue to produce friction and increase opportunities for conflict. In this environment, climate change and natural disasters will compound already difficult conditions in developing countries by igniting

humanitarian crises, causing destabilizing population migrations, and raising the potential for epidemic diseases.

The two trends of greatest concern are the proliferation of weapons of mass destruction (WMD) and failed or failing states. A catastrophic attack utilizing WMD has the potential to be globally destabilizing. Failed or failing states, lacking the will or capacity to maintain effective territorial control, contribute to regional instability and provide ideal environments for terrorist groups to plan and export operations. The merging of these two trends constitutes a significant and compelling threat. Together, these trends make conflict in the decades ahead more likely.

Character of Conflict in the 21st Century

Global trends and recent conflicts – such as those in Lebanon and Georgia – and our own recent combat experience indicate the evolving character of conflict in the 21st century.

Conflicts will be waged among diverse actors – state and non-state – with the latter employing capabilities that, during the last century, remained largely the purview of nation-states. Motives, objectives, and often the identities of these actors will be difficult to discern, and are likely to shift as some act covertly and others use proxies. The battle to gain influence over, and support from, populations will be central to our success. Therefore, conflict will be unavoidably waged among the people.

The initiation, location, duration, and intensity of conflicts are increasingly unpredictable. In an interdependent world, conflicts are more susceptible to the potential for spillover, creating regionally, and potentially globally, destabilizing effects. All of this will occur under the unblinking scrutiny of the 24-hour global media cycle and the internet. Details of

conflict as well as misinformation will flow equally across social, communications, and cyber networks. Our adversaries will exploit these media and communication sources locally and globally.

We are more likely to face hybrid threats – diverse and dynamic combinations of conventional, irregular, terrorist, and criminal capabilities employed asymmetrically to counter our advantages. Hybrid threats require hybrid solutions – adaptive military forces that can function in a variety of situations with a diverse set of national, allied, and indigenous partners. Given the strategic environment, enduring global trends, and the character of 21st-century conflict, the Army will operate as part of a Joint, interagency, inter-governmental, and multi-national team to fulfill its global commitments.

Roles of Land Forces

More than one million of our men and women have served in the ongoing campaigns in Iraq and Afghanistan. Over 3,900 American Soldiers have given their lives, and more than 25,000 others have been wounded during this longest period of sustained conflict ever fought by an all-volunteer force. Today, America's Army has over 255,000 Soldiers and more than 18,500 Army Civilians serving in nearly 80 countries around the world – with the remainder stationed within the United States supporting domestic missions, resetting from recent deployments, or preparing for an upcoming deployment.

Our Soldiers are performing magnificently around the world every day, and the roles for land forces in this environment are becoming increasingly clear.

First, the Army must **prevail in protracted counter-insurgency**

(COIN) operations. Not only must we prevail in our current missions in Iraq, Afghanistan, and the Philippines, we must be prepared to prevail in any future COIN operation.

Second, the Army must **engage to help other nations** build capacity and to assure our friends and allies. Through security force assistance, we can increase the capacity of other nations' military and police to uphold the rule of law, ensure domestic order, and deny sanctuary to terrorists – thereby helping avoid future conflicts that might otherwise develop. American Soldiers are currently deployed to Central America and the Balkans, building the capacity of indigenous security forces. Additionally, the Army has established an Army Service Component Command for U.S. Africa Command to assist partner nations and humanitarian organizations in Africa.

A third role that the Army fulfills is to **provide support to civil authorities** at home and abroad. In the past year alone, American Soldiers have fought fires in the west, conducted search and rescue operations in the Rockies and Alaska, and assisted with tsunami relief in American Samoa, in support of civil authorities. The Army has also provided a sizeable force to support the relief efforts in Haiti following the catastrophic earthquake that destroyed its capital. Army units from both the active and reserve components remain prepared to react to a variety of crises as consequence management and response forces. The U.S. Army Corps of Engineers is a lead organization in providing DoD support to civil authorities for disaster relief at home and engineering support to USAID overseas. Abroad, the Army has also supported civil authorities in many ways, such as sending Agribusiness Development Teams from the Army National Guard to Afghanistan.

Finally, the Army must deter and **defeat hybrid threats and hostile state actors**. As an Army, we recognize that we must remain prepared to meet and defeat hostile state actors that threaten our national security. But we recognize that the probability of facing a nation that will challenge America's military head-on is lower than it was during the Cold War and other periods in our history. Our readiness and capability to confront near-peer competitors also deters war by raising the stakes for nation-state and hybrid actors who would threaten our security interests.

To meet these threats, Army units continue to participate in Joint and international training exercises around the world, ensuring that military skills and cooperative partnerships remain strong. The Army continues to position forces in Korea and at various missile defense sites in order to discourage actors who seek to disrupt regional stability and security.

Two Critical Challenges

The Army has operated at a demanding pace for the last eight years, and while it has met each challenge, the strain has placed the Army out of balance. Demand for Army forces continues to exceed the sustainable supply. Against that backdrop, the Army continues to meet the wartime requirements of our Nation while it addresses the two major challenges facing our force – **restoring balance** and **setting conditions for the future**. In 2007, we established a four-year plan to restore balance to an Army that had experienced the cumulative effects of years of conflict. The FY 11 budget supports the final year in that plan. As we continue to restore balance to the force, we are also setting the conditions for the Army of the 21st century - an Army that fulfills our strategic role as an integral part of our Joint Force.

Restoring Balance: The Army's Four Imperatives

With the help of Congress, we have made significant progress over the past three years in our plan to restore balance – a plan founded on four imperatives. Yet today the Army remains out of balance. We've improved our ability to ***sustain*** the Army's Soldiers, Families, and Civilians; ***prepare*** forces for success in the current conflict; ***reset*** returning units to rebuild the readiness consumed in operations and to prepare for future deployments and contingencies; and ***transform*** to meet the demands of the 21st century. As a result of this progress we now are in a better position to achieve balance than we were two years ago. Critical to this was the growth in the size of the Army.

The security agreement with Iraq that transferred security in urban areas to Iraqis was a momentous and welcomed accomplishment. The hard work and sacrifice of our Soldiers with the support of Congress helped make this achievement possible and set the conditions for our responsible drawdown of combat forces in Iraq this year. Coupled with our growth, the drawdown in Iraq allowed for our increased commitment of forces to Afghanistan to stem the rising violence, and disrupt, dismantle, and defeat al-Qaeda while reversing the momentum of the Taliban insurgency. However, the campaigns in Iraq and Afghanistan continue to create demands that have our Army operating beyond sustainable capacity. In fact, in 2009 more Soldiers were deployed in Iraq and Afghanistan combined than during the height of the Iraq surge.

Presently, and for the short term, we lack sufficient strategic flexibility, and we continue to accumulate risk. We continue to stress our Soldiers, Families, Civilians, equipment, and institutional systems, so our efforts to restore balance must not waiver.

Sustain

Sustaining our all-volunteer force is our first imperative. Nowhere is the stress on our force more profound than in the toll it takes on our people, as is tragically evident in the rising number of suicides and increasing need for counseling among our Soldiers and Families. We are aggressively addressing the causes of stress on individuals resulting from the cumulative effects of multiple deployments, and seeking to build resilience in Soldiers, Families and Civilians. The Army is committed to ensuring that the quality of life of those who serve the Nation is commensurate with the quality of their service.

Goals

To sustain the force, the Army continues to pursue four major goals. Our first goal is to Recruit and Retain quality Soldiers and Civilians dedicated to service to the Nation. Next, we are committed to furnishing the best Care, Support, and Services for Soldiers, Families, and Civilians by improving quality of life through meaningful initiatives such as the Army Family Action Plan, the Army Family Covenant, Army Community Covenants, and the Comprehensive Soldier Fitness Program. It is our solemn obligation to provide world-class Warrior Care and Transition to our wounded, ill, and injured Warriors through properly led and resourced Warrior Transition Units. Finally, by Supporting the Families of our Fallen Comrades we honor their service and sacrifice.

Progress and Accomplishments

- The Army met 104% of its recruiting goals for 2009, and achieved both numeric goals and quality benchmarks for new recruits.
- All components exceeded 105% of their reenlistment goals.

- We reduced off-duty fatalities by 20%, to include a 15% reduction in overall privately-owned-vehicle fatalities and 37% reduction in motorcycle fatalities.
- In collaboration with the National Institute of Mental Health, the Army began a seminal study into suicide prevention that will inform the Army Suicide Prevention Program and society's approach to suicide.
- We began instituting Comprehensive Soldier Fitness – an all-inclusive approach to emotional, social, spiritual, family, and physical fitness – as the foundation to building resiliency within the Army.
- We initiated an unprecedented series of construction projects at five major hospitals as part of our commitment to modernize our healthcare system.
- The Army established the Warrior Transition Command and reorganized Warrior Transition Brigades to provide centralized support, rehabilitation, and individualized transition planning to our recovering Warriors.
- We expanded Survivor Outreach Services to over 26,000 Family members, providing unified support and advocacy, and enhancing survivor benefits for the Families of our Soldiers who have made the ultimate sacrifice.
- We implemented the Post 9/11 GI Bill, significantly increasing educational benefits for active duty Soldiers, Veterans, and Family members.
- The Army Reserve established Army Strong Community Centers to support geographically-dispersed Soldiers and Families. Together

with Army National Guard Family Assistance Centers and Soldier and Family Assistance Centers on active duty installations, these centers provide help to Soldiers' Families near their hometowns.

FY 11 Budget Highlights

- Provides $1.7 billion to standardize and fund vital Family programs and services to include welfare and recreation; youth services and child care; Survivor Outreach Services; and expanded education and employment opportunities for Family members.
- Provides a 1.4% military basic pay raise and Civilian pay raise, a 3.9% basic allowance for housing increase, and a 3.4% basic allowance for subsistence increase.
- Warrior Transition Units for our wounded Soldiers will continue to receive strong support in FY 11 with $18 million in Military Construction funds allocated to resource construction of barracks spaces.
- Supports Residential Communities Initiatives program, which provides quality, sustainable residential communities for Soldiers and their Families living on-post, and continues to offset out-of-pocket housing expenses for those residing off-post.

Prepare

Our Soldiers face determined enemies – so preparing the force for our current conflict is complex and time-consuming, but essential for success. Our units must have the people, training, and equipment they need to prevail. Meanwhile, our institutions and systems must adapt to provide those critical capabilities in a timely manner and in sufficient

quantities.

Goals

To prepare the force, we have four key goals. First, we accelerated the pace at which we needed to Grow the Army to our end strength and to grow our modular brigades to 73 Brigade Combat Teams (BCTs) and nearly 230 Support Brigades. Second, the Army is committed to improving individual and collective Training to better prepare Soldiers and leaders for a complex and challenging operational environment. Next, we continuously work to provide our formations with effective Equipment in a timely manner that maintains our technological edge and protects our most critical resource – the Soldier. Finally, we must transform the Army to a rotational model – Army Force Generation (ARFORGEN) – the core process for generating trained, ready, and cohesive units on a sustained and rotational basis – to meet current and future strategic demands.

Progress and Accomplishments

- We began the phase-out of stop-loss, starting with the Reserve Component in August 2009 and the Army National Guard in September 2009, and followed by the Active Army in January 2010. Today, no mobilizing or deploying units have stop-loss Soldiers in their ranks.
- The force achieved its "Grow the Army" end strength goal of 1.1 million in 2009. The active component continues to grow toward its additional authorized Temporary End Strength in order to improve unit manning within the already existing Army structure as we eliminate stop-loss.

- Fifteen-month tours effectively ended in November 2009, when the last Soldiers on those extended deployments returned.
- We completed fielding nearly 12,000 Mine Resistant Ambush Protected (MRAP) vehicles in Iraq and Afghanistan and delivered the first MRAP All-Terrain Vehicles (M-ATVs) to Afghanistan – just 15 months after identifying the need for that capability. As of the beginning of February, we have provided nearly 800 M-ATVs to Afghanistan.
- This year, we successfully manned, trained, equipped, and deployed 67 brigade equivalents.
- The Army exceeded fleet readiness of 90% for ground equipment, to include MRAPs, and 75% for aviation.
- We established Army Training Network (ATN) - a 21st Century Approach to Army Training. This revolution in training knowledge access is now providing a one-stop portal to share training best practices, solutions, and products across the Army.
- The Army increased its employment of biometric technologies enabling the Army to better identify the enemy among the populace.

FY 11 Budget Highlights

- Funds permanent, active component end strength at 547,400; Army Reserve at 205,000; and National Guard at 358,200 in the base budget and supports a 22,000 temporary increase in the active component through the Overseas Contingency Operations (OCO) request.

- Procures and upgrades the Army's UH-60 Black Hawk, CH-47 Chinook, and AH-64 Apache helicopters, which are vital to operations in Afghanistan and Iraq.
- Provides over $1 billion for flight crew training in all components to fund flying hours, maintenance, fuel, airfield operations, and specialized skill training.

Reset

With the pace of continuous combat operations in two wars for the past eight years, we are consuming our readiness as fast as we can build it. Reset restores returning units – their Soldiers, Families, and equipment - to a level of readiness necessary for future missions.

Goals

Our Reset plans include four goals. Our efforts to Revitalize Soldiers and Families seek to reestablish and strengthen relationships following deployments. The Army's comprehensive efforts to Repair, Replace, and Recapitalize Equipment affected by the harsh environments of the war are essential to resetting units. In particular, achieving responsible drawdown in Iraq while increasing our commitment of forces and equipment to Afghanistan will require an unprecedented reset effort. The Army must Retrain Soldiers, Leaders, and Units to build critical skills necessary to operate across the spectrum of conflict in the current security environment. Lastly, we are identifying and applying the lessons learned from the Reset Pilot Program that was designed to improve the efficiency and effectiveness of the Reset process. Army Reset is a necessary process that must continue not only as long as we have forces deployed, but an additional two to three years after major deployments end.

Progress and Accomplishments

- The Army completed the reset of 29 brigades' worth of equipment in FY 09 and continued the reset of 13 more. In total, we have reset more than 98,000 pieces of equipment as depot production has doubled since September 11, 2001.
- We began executing a responsible drawdown in Iraq which will redistribute, transfer, or dispose of 3.4 million pieces of equipment; redeploy 143,000 military and Civilian personnel, and 147,000 contractors; close 22 supply support activities; and consume or dispose of over 21,000 short tons of supplies.
- In 2009, more than 160,000 Soldiers and Family members participated in over 2,600 Strong Bonds events designed to strengthen Army Families.
- The Army continues to revise its approach to training by emphasizing doing fewer tasks better, making judicious use of field time, and maximizing the use of mobile training teams and distributed learning.
- We completed our Reset Pilot Program and will begin instituting the full Reset model across the Army in 2010.
- The Army fostered partnerships by executing more than $24 billion in new foreign military sales.

FY 11 Budget Highlights

- Provides $10.8 billion to reset Army equipment through the Overseas Contingency Operations (OCO) request.

- Supports training and sustainment of Army forces to include individual skills and leader training; combined arms training toward full spectrum operations; and adaptable, phased training based on the ARFORGEN process.

Transform

Since 2004, the Army has been transforming our force to provide the combatant commanders tailored, strategically responsive forces that can dominate across the spectrum of conflict. Transformation is a continuous process that sets the conditions for success against both near-term and future enemies.

Goals

Our goals for transformation include continued Modular Reorganization to standardize our formations to create a more deployable, adaptable, and versatile force. We will accelerate fielding of Advanced Technologies to ensure our Soldiers retain their technological edge. The Army will Operationalize the Reserve Components by systematically building and sustaining readiness while increasing predictability for these Soldiers, Families, employers, and communities.

Completing the requirements of the Base Realignment and Closure (BRAC) statutes is central to Restationing Forces. Soldier and Leader Development will ensure that we produce the next generation of agile and adaptive military and Civilian leaders who are supremely competent in their core proficiencies and sufficiently broad enough to operate effectively in the Joint, interagency, intergovernmental, and multi-national environments.

Progress and Accomplishments

- The Army is 88% complete on the modular conversion of its brigades. The FY11 budget will support the near completion of this process.
- The Army consolidated existing aviation force structure to create a 12th active component combat aviation brigade (CAB) forming an additional deployable CAB without adding force structure.
- The Army activated the 162nd Infantry Brigade at Ft. Polk, Louisiana, providing a dedicated and enduring capability to prepare combat advisors to train and build capacity in foreign security forces. Trainers from the brigade are now deployed to Afghanistan to assist with the training and development of the Afghan Security Forces.
- The Army developed a new incremental capability package approach to modernization which will allow technologically mature, Soldier-tested, proven technologies to be prioritized, bundled in time, and fielded to the force more quickly than ever before.
- We provided combatant commanders with dedicated, regionally based network operations support, and integrated cyber security capability in the form of Theater Network Operations and Security Centers, unique within the Department of Defense.
- This past year, the Army closed three active installations and five U.S. Army Reserve Centers and is on course to complete BRAC in FY 11. To date, we have awarded 265 major military construction projects, of which 59 are complete.
- The Army built a Leader Development Strategy that balances experience, greater opportunities for professional education, and

training in full spectrum operations.

FY 11 Budget Highlights

- Invests nearly $3.2 billion in BCT modernization programs that include procurement of the first incremental changes packages for Infantry BCTs and additional research, development, testing, and evaluation funding for subsequent change packages as well as initial development of the Ground Combat Vehicle (GCV).
- Provides funds to begin equipping a 13th Combat Aviation Brigade.
- Supports the increase in ISR platforms to include the Extended Range/Multi-Purpose, Raven, Shadow unmanned aerial vehicles (UAVs) and the Extended Medium Altitude Reconnaissance and Surveillance System.

Setting Conditions for the Future

21st Century Army

The second critical challenge facing the Army is setting the conditions for the future through a continuous process of transformation. We must ensure that our Nation has the capability and range of military options to meet the evolving challenges we face in the 21st century. **We need an Army that is a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces for full spectrum operations and to hedge against unexpected contingencies – at a tempo that is predictable and sustainable for our all-volunteer force.**

Versatility is the central organizing principle of a balanced Army. It enables our forces and institutions to effectively execute operations across

the spectrum of conflict. Our modular heavy, Stryker, and light brigades provide a **versatile mix** of forces that can be combined to provide multi-purpose capabilities, and sufficient capacity to accomplish a broad range of tasks from peacetime engagement to major combat operations.

Our modular units are designed to be **tailorable**. Brigades now have capabilities previously found at division level and higher. These brigades can be tailored for specific missions and combined with support units and key enablers such as ISR, communications, civil affairs, psychological operations, public affairs capabilities, and expanded logistics support, to accomplish a wide variety of missions and increase the land options available to combatant commanders.

The network is essential to a 21st-century Army. **Networked organizations** improve the situational awareness and understanding leaders need to act decisively at all points along the spectrum of conflict, while providing connectivity down to the individual Soldier. The network allows dispersed Army organizations to plan and operate together, and provides connectivity to Joint, combined, and interagency assets. To support this objective, the Army will use the Global Network Enterprise Construct (GNEC) as our strategy to transform LandWarNet to a centralized, more secure, operationalized, and sustainable network capable of supporting an expeditionary Army.

To provide a sustained flow of trained and ready forces at a tempo sustainable for our all-volunteer force, we will put the whole Army under a rotational model – ARFORGEN.

The ARFORGEN process includes three force pools—Reset, Train-Ready, and Available. Each of the three force pools contains a versatile

force package, available at varying time intervals based on its readiness level. Each force pool consists of an operational headquarters (a corps), five division headquarters (of which one or two are National Guard), twenty brigade combat teams (three or four are National Guard), and 90,000 enablers (about half of those are Guard and Reserve). Each will be capable of full spectrum operations once we reach a steady-state, ratio of time deployed (known as "boots on the ground" or BOG) to time at home (dwell) of 1:2 (BOG:dwell) for active component forces and 1:4 for reserve component forces. This versatile mix of land forces could sustain operations in Iraq and Afghanistan. At lower demand levels, a sustainable BOG:dwell ratio of 1:3 for active component forces and 1:5 for reserve component forces provides ready, global reaction forces and regionally-oriented forces for engagement in support of Theater Security Cooperation Programs. This process also allows strategic flexibility to surge in response to unexpected contingencies across the spectrum of conflict, and provides operational depth with more forces available for longer commitment times.

The increased demands of our combatant commanders, coupled with the size of our active component (AC) force, require that we continue to integrate reserve component (RC) forces as part of our operational force. Continued and routine access to our RC forces is essential to sustaining current operations, and is improving the overall operational experience and quality of our RC forces. Additionally, sufficient Army National Guard (ARNG) forces must be ready and immediately available to their state and territorial authorities to respond to domestic crises. We are building an integrated Army in which our RC forces are included in the rotational cycle, but at a deployment rate of about half that of their AC counterparts.

The ARFORGEN process increases predictability for Soldiers,

Families, employers, and communities, and enables our RC to remain an integral element of the operational force while providing the Nation with the strategic depth (i.e. those non-deployed units which are two to three years from commitment) and operational flexibility to meet unexpected contingencies.

The Army has undergone significant changes in recent years, and we must continue to change in order to keep pace with an environment of uncertainty and complexity in this era of persistent conflict. The same requirements that drive the imperative to change also drive our modernization efforts and need for institutional adaptation.

Realizing Change

To become the Army the Nation needs in the second decade of the 21st century, we are transforming the Army and prioritizing programs and efforts that show the most promise for today and tomorrow. Similarly, we are transforming business processes across the Army, including how we identify requirements, acquire, and provide materiel capabilities to our Soldiers, and how we adapt our institutions to align with the ARFORGEN process.

On April 6, 2009, Secretary Gates announced his adjustments to the defense program as part of the President's budget proposal for Fiscal Year 2010. The Secretary's decisions had an immediate and major impact on our FCS-centric Army modernization effort. He terminated the MGV portion of FCS, directing that we "reevaluate the requirements, technology, and approach – and then re-launch the Army's vehicle modernization program…." He further directed the Army to "accelerate the initial increment of the program to spin out technology enhancements to all

combat brigades," and retain and deliver software and network development program in increments, and incorporate MRAP into our force structure. Secretary Gates' intent for these bold adjustments was clear – to better reflect the lessons that we were learning from ongoing operations and better posture Army forces for a broader range of future challenges.

To fully implement the Secretary of Defense's direction, the Army has developed a comprehensive plan. We refer to this new program as the Army's "Brigade Combat Team Modernization Plan," which is a subset of our overall Army Modernization Strategy

BCT Modernization Plan

We will leverage the lessons learned from the last eight years to provide effective and affordable equipment now, while reducing the time it takes to develop and field new and updated materiel solutions. BCT Modernization includes four elements: modernizing the network over time to take advantage of technology upgrades, while simultaneously expanding it to cover ever increasing portions of the force; incorporating MRAPs into our force; rapidly developing and fielding a new Ground Combat Vehicle that meets the requirements of the 21st-century Army; and incrementally fielding Capability Packages that best meet the needs of Soldiers and units as they train and then deploy.

Army Network

Central to the Army's modernization efforts is an enhanced and interoperable communication network that gives the Army a decisive advantage across the spectrum of conflict. The network supports leaders in making timely, informed decisions, and supports organizational agility, lethality, and sustainability. It allows our Soldiers to know where the enemy

is, where other friendly forces and civilian populations are, and what weapon systems are available for them at any given time. The network links Soldiers on the battlefield with space-based and aerial sensors, robots, and command posts – providing unprecedented situational awareness and control and enabling the application of precise lethal fires on the modern battlefield.

Maintaining our technological advantage is a constant challenge. The Army's battle command network must be continuously upgraded to ensure security and provide improved capability, capacity, connectivity and operational effectiveness. The Warfighter Information Network (Tactical) (WIN-T) is designed to extend the network ultimately to the company level for BCTs and provide real-time information, such as high definition imagery, from surveillance sources. The Joint Tactical Radio System (JTRS) was born Joint with the specific requirement to resolve radio interoperability among the services. It will provide Soldiers at the tactical level with connectivity at extended ranges, including voice, data, and video, enabling them to move information from platoon to higher-level command posts in complex terrain (including urban and mountainous areas).

MRAP Strategy

In response to deadly IEDs in Iraq and Afghanistan, the Nation made a tremendous investment in fielding MRAPs that have saved lives by providing significantly improved protection for our Soldiers. The Army is incorporating these vehicles throughout its unit formations. Additionally, we used the basic design of the MRAP as the foundation for the M-ATV, modifying it for the mountainous terrain in Afghanistan and in other regions around the world. The MRAP family of vehicles provides the versatility our forces need to rapidly move around the battlefield, particularly in an IED

environment, with the best protection we can provide.

Ground Combat Vehicle

Combining the lessons learned from the survivability of the MRAP, the tactical mobility of the Bradley Fighting Vehicle, and the operational mobility of the Stryker, the Army is developing a Ground Combat Vehicle (GCV) that possesses all of these qualities. Providing Soldiers protected mobility is our top design criteria. The first combat vehicle designed from the ground up to operate in an IED environment, the GCV will have enhanced mobility that will allow it to operate effectively in both urban and off-road environments. It will be designed to host the Army's network. And perhaps most importantly, it will have the capacity available to accept future upgrades incrementally as technologies mature and threats change.

The GCV will be versatile enough to support our expeditionary requirements and be capable of carrying an infantry squad. It will combine sustainability features that match the availability rates of the Stryker while consuming less fuel than current vehicles of similar weight and power. The pace of change and the operational environment demand an expedited acquisition timeline, so the Army is pursuing a GCV program timeline that provides the first production vehicles in seven years.

Capability Packages

Capability packages provide the Army a regular, timely process to enable our deployable units with the latest materiel and non-materiel solutions based on the evolving challenges of the operating environment. The best available capabilities will go to the Soldiers who need them most, based on the threats they are likely to face. These bundles of capabilities will include materiel, doctrine, organization, and training to fill the highest

priority requirements and mitigate risk for Soldiers. This incremental packaging approach will enable leaders to make timely, resource-informed decisions, and will help ensure that we provide the best available technologies to fulfill urgent needs to Soldiers in the fight – all driven by the cyclic readiness produced by ARFORGEN. These capability packages will upgrade our units as they prepare to deploy by providing them improved capabilities such as precision fires and advanced Intelligence, Surveillance and Reconnaissance (ISR).

The Army Modernization Strategy

The Army's Brigade Combat Team Modernization Plan is a key element of our overall **Army Modernization Strategy.** The Army Modernization Strategy reflects our overarching vision of how we will achieve our ends, which is to:

Develop and field an affordable and interoperable mix of the best equipment available to allow Soldiers and units to succeed in both today's and tomorrow's full spectrum military operations.

The **Army Modernization Strategy** relies on three interrelated lines of effort:

1) Develop and field new capabilities to meet identified capability "gaps" through traditional or rapid acquisition processes. In support of this Line of Effort in FY11 we have requested $934 million dollars to develop the Army's new Ground Combat Vehicle (GCV), which will overcome critical capability gaps in both current and future operations. It is envisioned to have the tactical mobility of a Bradley, the operational mobility of a Stryker, and the protection of an MRAP. We are also requesting $459 million dollars to procure the Extended Range Multi-Purpose Unmanned

Aerial Vehicle. This extraordinarily capable platform, which is already making a difference in Operation Enduring Freedom, gives commanders longer dwell ISR capabilities across a joint area of operations.

2) Continuously modernize equipment to meet current and future capability needs through upgrade, replacement, recapitalization, refurbishment, and technology insertions. Army efforts in this Line of Effort include our request for $887 million dollars for the procurement of 16 Block III AH-64 Apache Helicopters, as well as the upgrade of 13 AH-64 Helicopters to Block II. Block III Apache is part of a long-term effort to improve situational awareness, performance, reliability, and sustainment of the Apache. Block II upgrades continue our commitment to modernize the Army National Guard Aviation Fleet. Additionally, in this line of effort, we have requested $505 million dollars to upgrade Shadow RQ-7 UAVs. This key upgrade will increase the payload capacity and enhance the performance of this key ISR asset for our BCT Commanders.

3) Meet continuously evolving force requirements in the current operational environment by fielding and distributing capabilities in accordance with the Army Resource Priorities List (ARPL) and Army Force Generation (ARFORGEN) Model. Meeting the constantly evolving needs of theater commanders and the demands of persistent conflict will require unprecedented agility in our equipping and modernization programs. One example of this agility can be found in our Kiowa Warrior fleet. We are currently maneuvering our fleet of OH-58D Kiowa Warrior Light Helicopters to meet Army and COCOM requirements based on the ARFORGEN model. As Air Cavalry Squadrons return from conflict, their OH-58D helicopters are placed into Reset. Units in Reset have very few aircraft, if any. Because the Kiowa Warrior fleet is short 35 aircraft overall,

when the squadrons transition into the Train/Ready Phase of ARFORGEN, they are provided a number of helicopters sufficient to conduct training (25), but less than what they are fully authorized (30). When the units move into the Available phase, they are provided their full complement of aircraft. It is this agility that has allowed Army forces to meet the needs of theater commanders for over eight years of sustained combat.

What do we need? Congress has been very supportive of Army Modernization needs in the past. Their tremendous support has ensured that the Army Soldier is the best equipped and most respected combatant in the world. In order to execute Army Modernization and ensure the continued success of Soldiers and units, we depend on a variety of resources, not the least of which is predictable funding. **For FY11, we have requested $31.7 billion** for procurement and Research, Development, Test, and Evaluation (RDT&E) efforts.

Adapting the Institution and Transforming Business Practices

In addition to modernizing our operating force, we are transforming our institutional Army. As required by Section 904 of the 2008 National Defense Authorization Act (NDAA), the appointment of the Under Secretary of the Army as the Army's Chief Management Officer (CMO) has allowed the Army to develop a series of initiatives to adapt the institutional Army and transform our business practices. In accordance with Section 908 of the 2009 NDAA, these efforts will result in the development and implementation of a comprehensive program that establishes a series of measurable performance goals and objectives. Specifically, the comprehensive program will address the following:

- Developing and implementing a business transformation plan focused on running the Army as effectively and efficiently as possible.
- Continuing the Army's business process reengineering activities, led by OSD's Business Transformation Agency.
- Developing an integrated business systems architecture that emphasizes transparency and seamless access to data, and provides timely and accurate information to decision makers.
- Preparing Army leaders to take a greater role in inculcating the Army with a cost-conscious culture.

While the Army transformed its operating force – building versatile, agile units capable of adapting to changing environments – the institutional Army continued to use processes and procedures that were designed to support a pre-9/11 Army based on tiered levels of readiness. To support this new operating force, the Army must have an updated institutional Army – our generating force.

Once the mission is defined, our institutions must seamlessly and continuously adapt, – tailoring force packages and quickly adjusting training, manning, and equipping – to ensure units have all of the physical and mental tools necessary to succeed.

Institutional agility allows us to adapt to the realities that present themselves. To that end, the CMO and Office of Business Transformation will build upon progress that has already been made toward the Army's institutional adaptation, specifically:

- Improvement of the ARFORGEN process – aligning the generating force and its processes to better support Soldiers, Families, and units within the operating force.
- Adoption of an Enterprise Approach – developing civilian and military leaders who take a collaborative, holistic view of Army objectives and resources to make better decisions for the Army.
- Reformation of the requirements and resource processes – delivering timely and necessary capabilities at best value.

This transformational approach will overlay everything that the institutional Army does, with the unwavering goal of effectively and efficiently providing trained and ready forces to meet combatant commander requirements.

Stewardship and Innovation

The Army remains devoted to the best possible stewardship of the resources it is provided by the American people through Congress. The establishment of the CMO and initiatives related to the transformation of Army business practices represent the Army's effort to act as a responsible steward. Several other initiatives serve to conserve resources and to reduce waste and inefficiencies wherever possible.

The Army achieved full operating capability of the new Army Contracting Command, Expeditionary Contracting Command, and Mission and Installation Contracting Command in 2009. These organizations are dedicated to ensuring professional, ethical, efficient, and responsive contracting.

Civilians are assuming increased responsibilities within the Army.

The Army is recouping intellectual capital by in-sourcing former contracted positions that were associated with inherently governmental functions. In FY 09, the Army saved significant resources by in-sourcing more than 900 core governmental functions to Army Civilians. We plan to in-source 7,162 positions in FY 10, and are programmed to in-source 11,084 positions during FY 2011-2015, of which 3,988 are acquisition positions. These positions were identified in the Army's on-going contractor inventory review process.

In the Employer Partnership program, the Army Reserve works with public agencies and private employers to leverage their shared interests in recruiting, training, and credentialing highly skilled Citizen-Soldiers. The Army Reserve has signed more than 800 partnership agreements with corporations, state agencies, and local police departments.

Energy security is a key component of Army installations, weapons systems, and operations. The Army has developed a comprehensive energy security strategy, and is acting now to implement initiatives to make us less dependent on foreign sources of fuel and better stewards of our nation's energy resources. In support of these goals, we fielded the largest hybrid vehicle fleet within the Department of Defense. Energy will continue to be a key consideration in all Army activities in order to reduce demand, increase efficiency, seek alternative sources, and create a culture of energy accountability, while sustaining or enhancing operational capabilities.

The Army is committed to environmental stewardship. Through cooperative partner agreements and the Army Compatible Use Buffer Program, the Army protected more than 28,000 acres of land at 14 locations in FY 09. Through creative solutions, the Army continues to conduct realistic training on its installations while protecting threatened and endangered species on Army lands.

America's Army - The Strength of the Nation

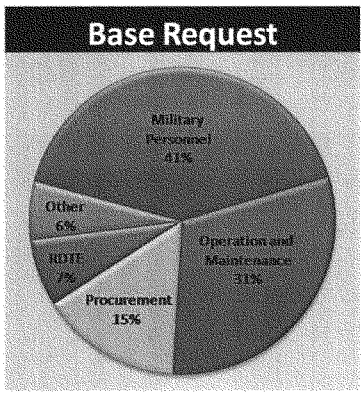
The professionalism, dedicated service, and sacrifice of our all-volunteer force are hallmarks of the Army -- the Strength of our Nation.

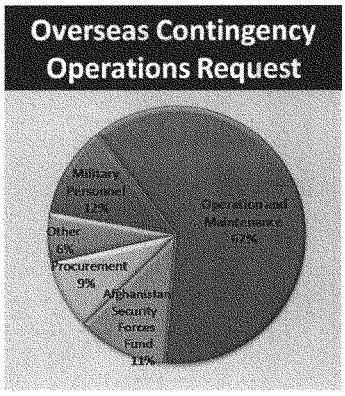
Our Soldiers and their Families quietly bear the burdens of a Nation at war. Our Civilians stand with them, dedicated to the Nation and the Army that serves it. Despite the toll that eight years of combat has taken, these great Americans continue to step forward to answer our Nation's call. In an environment in which we must make hard choices, they deserve the very best we can offer, commensurate with their dedication and sacrifice.

To continue to fulfill our vital role for the Nation, the Army must sustain its efforts to restore balance and set conditions for the future. We have made significant progress this year, but challenges remain. The continued support of Congress will ensure that the Army remains manned, trained, and equipped to protect our national security interests at home and abroad, now and in the future. **America's Army – the Strength of the Nation.**

Addendum A – The Fiscal Year 2011 President's Budget

The FY 11 President's Budget asks for $245.6 billion for the Army. This budget, which includes $143.4B for the Base and $102.2B for the Overseas Contingency Operations (OCO) request, is necessary to: support current operations, increase forces in Afghanistan, responsibly drawdown in Iraq, sustain the all-volunteer force, and prepare for future threats.





Amounts requested by major appropriation category in the FY 11 President's Budget include:

<u>Military Personnel</u>

The FY 11 budget requests $71.0 billion, a $300 million increase over FY 10. Military Personnel funds support Army end-strength requirements for a Nation at war. This includes $1.2 billion for the temporary wartime increase in personnel, an increase of $684 million over FY 10.

This amount funds pay, benefits, and associated personnel costs for 1,110,600 Soldiers: 547,400 Active, 358,200 Army National Guard, 205,000 Army Reserve and funds an active component temporary end strength increase of 22,000.

The OCO request will fund special pays, incentives, and the mobilization of reserve component Soldiers.

Compelling Needs:

- Support the Army's base endstrength and the temporary end strength increase in FY 11 to reduce strain on the force
- Sustain authorities and funding of programs in support of wounded, ill, and injured Warriors and their Families as they transition back to duty or to civilian life
- Provide recruiting and retention incentives and benefits to sustain the quality of our all-volunteer force, allow the Army to meet end-strength objectives, and achieve Army standards for recruit quality
- Enable the transition of the reserve component to an operational force by systematically building and sustaining readiness across the force and fund mobilization of RC units to support growing demand

Operation and Maintenance

The FY 11 budget requests $107.3 billion – a $7 billion increase from FY 10. Operation and maintenance funds Soldier and unit training; ground and air vehicle operating costs; depot maintenance; base operations, sustainment, restoration, and modernization; and a 1.4% Civilian pay raise.

The OCO portion of the request includes $628 million for the training and sustainment of the temporary wartime increase in personnel – an increase of $242 million from FY 10.

The budget request works to restore balance to the force by recognizing $587M of enduring requirements for training and depot maintenance in the base rather than in OCO. The base funds home station training for 59 brigade combat teams, 24 rotations through the Army's combined arms training centers, and an increased investment of $154M in scholarships, language and individual training. It improves network security; operationalizes the LandWarNet; supports continued development and fielding of administrative systems; and provides funding for improvements in financial audit readiness (as required in NDAA 2009) by requesting an additional $578M above the FY 2010 levels for these activities. The base budget also increases funding for facilities sustainment restoration and modernization by $320M and includes one-time requests to support BRAC and the transition out of NSPS.

The OCO request will fund the day-to-day cost of the wars, training to prepare units for deployment, force protection, in-theater maintenance and repair, drawdown of equipment from Iraq, and reset of Army Prepositioned Stocks and equipment returning from deployment.

Compelling Needs:

- Sustain readiness through Soldier and unit training, including realistic, full spectrum training at the Army's three combat training centers
- Fund the reset of 30 brigades, other enabling units, and equipment

- Resource installation services worldwide and support the Army Family Covenant to provide Soldiers and their Families the quality of life they deserve and to enhance the health of the force

Procurement

The FY 11 budget requests $30.3 billion – a $200 million decrease from FY 10. Procurement funds the Army's future force equipment requirements; sustains modernization and recapitalization; and fills equipment shortages. The OCO request will fund procurement of weapon systems to replace battle losses, replacement of equipment taken for current operations from the reserve components, and to fill urgent operational needs for deployed forces.

Compelling Needs:

- Fund the fielding of the first Capability Packages to two more Army brigades
- Enhance Army command and control by providing an initial on-the-move networking capability resident in the Warfighter Information Network-Tactical (WIN-T), Increment 2
- Increase the Army's tactical agility through an aviation modernization strategy that highlights the increasing importance of unmanned aerial systems (ERMP, Shadow and Raven) and rotary wing aviation (AH-64D Block III Apache, UH-60M Black Hawk and CH-47F Chinook)
- Improve lethality and precision fires by modernizing the Patriot PAC-3 missile, the Guided Multiple Launch Rocket System, the High Mobility Artillery Rocket System, and the Paladin howitzer

- Sustain access to training and war reserve ammunition by restoring stocks and the selective repair, upgrade and replacement of key ammunition production base equipment and facilities

Research, Development, Test, and Evaluation

The FY 11 budget requests $10.5 billion, approximately the same amount requested last year.

Compelling Needs:

- Fund Brigade Combat Team modernization including initial Ground Combat Vehicle development and further development of the second set of Capability Packages.
- Support Network modernization including continued development of WIN-T increment 2 and increment 3.
- Continues the international partnership to develop the Patriot Medium Extended Air Defense systems (MEADS)

Construction, Base Realignment and Closure (BRAC), and Army Housing

FY 11 is a critical year for BRAC since this will be the final budget executed to meet the statutory deadline for many of the BRAC actions. FY 11 will be a particularly challenging year for BRAC as four of our major command headquarters and many of our military schools will be moving to new locations. The FY 11 budget requests $7.9 billion – a $2.5 billion decrease from FY 10. This funding supports the construction of facilities to support the growth and re-stationing of Army forces. The OCO request will fund construction in Afghanistan.

Compelling Needs:

- Fund BRAC requirements to meet FY 11 statutory timelines
- Support construction of new family housing and improvements to existing housing
- Support construction of permanent party and training barracks

Other Accounts

The Army is the executive agent for a variety of critical functions within the Department of Defense, to include the Chemical Agents and Munitions Destruction Program. Funding for this account is $1.6 billion in FY 11 – a decrease of $100 million from FY10. The Army also has responsibility for the Iraq Security Forces Fund (ISFF), Afghanistan Security Forces Fund (ASFF), and Joint Improvised Explosive Device Defeat Organization (JIEDDO) appropriations. The Army budgets for recurring sustainment costs of JIEDDO with FY 11 funds at $200 million – an increase of $100 million from FY 10. The OCO Request will fund JIEDDO initiatives. The ISFF and ASFF are funded entirely through the OCO request.

Compelling Needs:

- Fund the Afghan Security Forces Fund and the Iraq Security Forces Fund to enable building essential security capacity
- Support JIEDDO appropriations and initiatives to combat the most dangerous threat to U.S. forces
- Continue the safe destruction of chemical agents and munitions and the closure activities at selected chemical demilitarization sites

Restoring Fiscal Balance

Timely and full funding of the Army's FY 11 request of $245.6 billion will help ensure the Army is ready to meet the needs of the Nation and continue the process of restoring balance while setting the conditions for the future. Over the last eight years, the Army has received significant portions of its funding for combat readiness through OCO appropriations. This recurring reliance on OCO funds and an overlap between base and OCO sustainment programs means that the Army's base budget does not fully cover the cost of both current and future readiness requirements. Because of this reliance, a precipitous drop or delay in OCO funding does not fully fund the readiness of our Army for the current conflict. Army continues the orderly restoration of the balance between base and OCO requirements in its FY 2011 base budget request. This request fully funds Army authorized end strength and brings $965M in O&M expenses back into the base rather than finance those requirements in OCO.

Addendum B – Reserve Component Readiness

Sections 517 and 521 of the National Defense Authorization Act (NDAA) 1994 require the information in this addendum be reported. Section 517 requires a report relating to implementation of the pilot Program for Active Component Support of the Reserves under Section 414 of the NDAA 1992 and 1993. Section 521 requires a detailed presentation concerning the Army National Guard (ARNG), including information relating to implementation of the ARNG Combat Readiness Reform Act of 1992 (Title XI of Public Law 102-484, referred to in this addendum as ANGCRRA). Section 521 reporting was later amended by Section 704 of NDAA 1996. U.S. Army Reserve information is also presented using Section 521 report criteria.

Section 517 (b) (2) (A). The promotion rate for officers considered for promotion from within the promotion zone who are serving as active component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared with the promotion rate for other officers considered for promotion from within the promotion zone in the same pay grade and the same competitive category, shown for all officers of the Army.

In the Zone	AC in RC (%) *	Army Average (%) **
FY 2008		
Major	(0 of 1) 0%	92.8 %
Lieutenant Colonel	(1 of 1) 100%	89.1 %
FY 2009		
Major	(56 of 63) 88.9%	94.1%
Lieutenant Colonel	(16 of 20) 80.0%	87.9%

*Active component officers serving in reserve component assignments at time of consideration.

**Active component officers not serving in reserve component assignments at the time of consideration.

Section 517 (b) (2) (B). The promotion rate for officers considered for promotion from below the promotion zone who are serving as active component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared in the same manner as specified in subparagraph (A) (the paragraph above).

Below the Zone	AC in RC (%) *	Army Average (%) **
FY 2008		
Major	(0 of 4) 0%	4.9%
Lieutenant Colonel	(0 of 0) 0%	13.5%
FY 2009		
Major	(2 of 4) 50.0%	6.0%
Lieutenant Colonel	(0 of 1) 0.0%	7.2%

*Below the zone active component officers serving in reserve component assignments at time of consideration.

**Below-the-zone active component officers not serving in reserve component assignments at time of consideration.

Section 521(b).

1. The number and percentage of officers with at least two years of active-duty before becoming a member of the Army National Guard or the US Army Reserve Selected Reserve units.

ARNG officers: 14,760 or 36.3 percent

Army Reserve officers: 19,573 or 59 percent

2. The number and percentage of enlisted personnel with at least two years of active-duty before becoming a member of the Army National Guard or the U.S. Army Reserve Selected Reserve units.

ARNG enlisted: 85,255 or 26.8 percent

Army Reserve enlisted: 63,311 or 41.6 percent

3. The number of officers who are graduates of one of the service academies and were released from active duty before the completion of their active-duty service obligation and, of those officers:

a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:

In FY09, 10 graduates from Service Academies were serving in the Army National Guard to complete their service obligation.

In FY09, 0 graduates from Service Academies were serving in the Army Reserve to complete their service obligation.

b. The number for whom waivers were granted by the Secretary of the Army under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:

In FY09, no waivers were granted by the Secretary of the Army.

4. The number of officers who were commissioned as distinguished Reserve Officers' Training Corps graduates and were released from active duty before the completion of their active-duty service obligation and, of those officers:

a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:

In FY09, no distinguished Reserve Officers' Training Corps (ROTC) graduate was released before completing their active-duty service obligation.

b. The number for whom waivers were granted by the Secretary of the Army under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:

In FY09, no waivers were granted by the Secretary of the Army.

5. The number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (a) two years of active duty, and (b) such additional period of service as is necessary to complete the remainder of such obligation served in the National Guard and, of those officers, the number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year:

In FY09, one ROTC graduate was released early from their active-duty obligation. The officer is serving the remainder of his/her obligation in the ARNG

6. The number of officers for whom recommendations were made during the preceding fiscal year for a unit vacancy promotion to a grade above first lieutenant, and of those recommendations, the number and percentage that were concurred in by an active duty officer under section 1113(a) of ANGCRRA, shown separately for each of the three categories of officers set forth in section 1113(b) of ANGCRRA (with Army Reserve data also reported).

There are no longer active and reserve component associations due to operational mission requirements and deployment tempo. Active component officers no longer concur or non-concur with unit vacancy promotion recommendations for officers in associated units according

to section 1113(a). However, unit vacancy promotion boards have active component representation.

In FY09, 2,223 ARNG officers from units were recommended for position-vacancy promotion and promoted. This number consists of 319 U.S. Army Medical Department, 1,864 Army Promotion List and 40 Chaplains.

In FY09 the estimated percentage of Unit Vacancy Promotions CPT through COL in which an active component representation was on the state unit vacancy promotion board is as follows:

AMEDD 12 %
APL 10 %
Chaplain 13 %

In FY09, 59 Army Reserve officers from units were recommended for position-vacancy promotion and promoted. This number consists of 9 U.S. Army Medical Department, 47 Army Promotion List, and 3 Chaplains.

7. The number of waivers during the preceding fiscal year under section 1114(a) of ANGCRRA of any standard prescribed by the Secretary establishing a military education requirement for non-commissioned officers and the reason for each such waiver.

In FY09, the ARNG had a total of 201 Noncommissioned Officers receive a military education waiver. As of September 30, 2009 all those waiver recipients were eligible for promotion to the next rank, but none have obtained the military education requirement that was previously waived.

In FY09, the Army Reserve had a total of 331 Soldiers receive a military education waiver. Of these, 124 were SGTs in need of a waiver for Warrior Leader Course (WLC) as a result of being deployed or assigned to Warrior Transition Units (WTU) (Medical Hold or Medical Hold-Over Units) whose medical condition was incurred in direct support of Overseas Contingency Operations and who were otherwise eligible for promotion, if recommended. Furthermore, eligible Soldiers lacking the prerequisite level of military education due to operational deployment conflicts or the inability of the Army to schedule the course, were granted waivers. This included 173 Soldiers who were granted waivers for the Basic NCO Course (Now Advanced Leader Course) and 34 Soldiers who were granted waivers for the Advanced NCO Course (now Senior Leader Course).

The Secretary of the Army has delegated the authority for the waivers referred to in section 1114(a) of ANGCRRA to the Director, ARNG and to the Commander, U.S Army Reserve Command. A majority of these waivers were approved due to the Soldiers being deployed and/or performing operational missions. Each reserve component maintains details for each waiver.

8. The number and distribution by grade, shown for each State, of personnel in the initial entry training and non-deployability personnel accounting category established under section 1115 of ANGCRRA for members of the Army National Guard who have not completed the minimum training required for deployment or who are otherwise not available for deployment. (A narrative summary of information pertaining to the Army Reserve is also provided.)

In FY09, the ARNG had 61,812 Soldiers considered non-deployable for reasons outlined in Army Regulation 220-1, Unit Status Reporting (e.g., pending administrative/legal discharge or separation, medical non-availability, incomplete initial entry training, officer transition, unsatisfactory participation, or restrictions on the use or possession of weapons and ammunition under the Lautenberg Amendment).

In FY09, the Army Reserve had 49,330 Soldiers considered non-deployable for reasons outlined in Army Regulation 220-1, Unit Status Reporting (e.g., pending administrative/legal discharge or separation, medical non-availability, incomplete initial entry training, officer transition, unsatisfactory participation, or restrictions on the use or possession of weapons and ammunition under the Lautenberg Amendment).

9. The number of members of the Army National Guard, shown for each State, that were discharged during the previous fiscal year pursuant to section 1115(c)(1) of ANGCRRA for not completing the minimum training required for deployment within 24 months after entering the National Guard. (Army Reserve data also reported.)

The number of ARNG Soldiers discharged during FY09 pursuant to section 1115(c)(1) of ANGCRRA for not completing the minimum training required for deployment within 24 months after entering the Army National Guard is 141 officers and 15,105 enlisted Soldiers from all U.S. states and territories. The breakdown by each state is maintained by the NGB.

The number of Army Reserve Soldiers discharged during FY09 for not completing the minimum training required for deployment within 24 months after entering the Army Reserve is 63 officers and 2,910 enlisted Soldiers. Soldiers who have not completed the required initial entry training within the first 24 months are discharged from the Army Reserve under AR 135-178, Separation of Enlisted Personnel. Officers who have not completed a basic branch course within 36 months after commissioning are separated under AR 135-175, Separation of Officers.

10. The number of waivers, shown for each State, that were granted by the Secretary of the Army during the previous fiscal year under section 1115(c)(2) of ANGCRRA of the requirement in section 1115(c)(1) of ANGCRRA described in paragraph (9), together with the reason for each waiver.

In FY09, no waivers were granted by the Secretary of the Army for the Army National Guard or the U.S. Army Reserve.

11. The number of Army National Guard members, shown for each State, (and the number of AR members), who were screened during the preceding fiscal year to determine whether they meet minimum physical profile standards required for deployment and, of those members: (a) the number and percentage that did not meet minimum physical profile standards for deployment; and (b) the number and percentage who were transferred pursuant to section 1116 of ANGCRRA to the personnel accounting category described in paragraph (8).

a. The number and percentage who did not meet minimum physical profile standards required for deployment:

In FY09, 242,777 ARNG Soldiers underwent a Periodic Health Assessment (PHA) physical. Of these personnel 18,830 or 7.7 percent were identified for review due to a possible deployment limiting condition or failure to meet retention standards.

In FY09, 115,133 Army Reserve Soldiers underwent a PHA physical. Of these personnel 21,505, or 18.68 percent were identified for review due to a possible deployment limiting condition or failure to meet retention standards. The FY 2008-2009 increase is most attributable to PHA physicals now being required annually.

b. The number and percentage that were transferred pursuant to section 1116 of ANGCRRA to the personnel accounting category described in paragraph (8).

In FY09, 18,830 ARNG Soldiers were transferred from deployable to nondeployable status for failing to meet medical deployability standards. This number includes Soldiers returning from a mobilization with a new medical condition and reflects an increase in the accuracy of electronic databases.

In FY09, 21,505 Army Reserve Soldiers were considered non-available for deployment for failing to meet medical deployability standards. The new PHA physicals being required annually may account for the increase in those being found to be non-deployable.

12. The number of members and the percentage total membership of the Army National Guard shown for each State who underwent a medical screening during the previous fiscal year as provided in section 1117 of ANGCRRA.

Repealed. Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRA.

13. The number of members and the percentage of the total membership of the Army National Guard shown for each State who underwent a dental screening during the previous fiscal year as provided in section 1117 of ANGCRRA.

Repealed. Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRA.

14. The number of members and the percentage of the total membership of the Army National Guard shown for each State, over the age of 40 who underwent a full physical examination during the previous fiscal year for purposes of section 1117 of ANGCRRA.

Repealed. Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRA.

15. The number of units of the Army National Guard that are scheduled for early deployment in the event of a mobilization, and of those units, the number that are dentally ready for deployment in accordance with section 1118 of ANGCRRA.

Repealed. Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1118 of ANGCRRA.

16. The estimated post-mobilization training time for each Army National Guard combat unit (and Army Reserve unit), and a description, displayed in broad categories and by State of what training would need to be accomplished for Army National Guard combat units (and AR units) in a post-mobilization period for purposes of section 1119 of ANGCRRA.

Per January 2007 direction from the Secretary of Defense (SECDEF) reserve component unit mobilizations are limited to 400-day periods, including a 30-day post-mobilization leave and all post-mobilization training.

The most significant impact of this policy change is that many training tasks previously conducted during the first three to six months of mobilization have been identified for premobilization training, and units are training to standard on as many of these tasks as resources permit. Information on the type of training required by units during postmobilization is maintained by First Army. The data are not captured by state.

ARNG units strive to train in accordance with the Army Force Generation (ARFORGEN) process in order to prepare for operational missions and reduce post-mobilization training time. The ARFORGEN process requires increased resources for company-level training proficiency prior to mobilization. This training generally consists of individual warrior training tasks, weapons qualification and gunnery, battle staff training, and maneuver training. This is followed by theater-specific tasks and higher level collective training to complete the predeployment requirements for the unit's specific mission. The goal for post-mobilization training time for a brigade-size organization is approximately 60 days.

Post-mobilization training time is contingent upon the amount of certified pre-mobilization training conducted, the type of unit, and its assigned mission. In order to reduce post-mobilization training time, the ARNG has developed programs and products such as the ARNG Battle Command Training Capability, the eXportable Combat Training Capability (XCTC), training devices, and range complexes for our units.

The combination of programs and products, provide units with the capability to accomplish more during pre-mobilization training and therefore reduce post-mobilization training time.

The Army Reserve developed the Regional Training Center (RTC) concept in response to the SECDEF decision to restrict RC mobilizations to one year. These centers provide the capability for Army Reserve units to conduct training on Theater Specific Required Training (TSRT) to theater standards and conditions. The majority of training is on individual tasks but some collective training is also conducted. Because of certification by unit commanders, most of the training is not repeated in post-mobilization status. Exceptions are for tasks incorporated into other required training events and for convoy operations training.

The TSRT training is for units that will deploy to theater, including non-rotational forces (MTOE and TDA). Units mobilizing for CONUS based missions do not require this training.

Each RTC conducts standard rotations throughout the year although each has the capability to adjust training for selected large unit participation. Initially the Army Reserve provided a staff projection to DA that the training would require 17 days, but in actual implementation the training has required 21 days.

Army goals for post-mobilization training for Army Reserve headquarters and combat support/combat service support units range from 30 to 60 days. Post-mobilization training conducted by First Army

typically consists of counterinsurgency operations, counter-improvised-explosive-device training, convoy live-fire exercises, theater orientation, rules of engagement/ escalation-of-force training, and completion of any theater-specified training not completed during the pre-mobilization period.

17. A description of the measures taken during the preceding fiscal year to comply with the requirement in section 1120 of ANGCRRA to expand the use of simulations, simulators, and advanced training devices and technologies for members and units of the Army National Guard (and the Army Reserve).

During FY 09, the ARNG continued to synchronize the use of existing and ongoing live, virtual, and constructive training aids, devices, simulations and simulators (TADSS) programs with the training requirements of the ARFORGEN training model. By synchronizing the use of TADSS with ARFORGEN, the ARNG continues to improve unit training proficiency prior to mobilization.

To support the training requirements of M1A1 Abrams and M2A2 Bradley-equipped Brigade Combat Teams (BCT's), the ARNG continued the fielding of the Advanced Bradley Full-Crew Interactive Simulation Trainer, which provides full crew-simulations training for M2A2 units, Tabletop Full-fidelity Trainers for the M2A2, and the Conduct of Fire Trainer XXI for M1A1 and M2A2. When fully fielded, these devices, in addition to the Abrams Full-Crew Interactive Simulation Trainer XXI, will be the primary simulations trainers to meet the virtual gunnery requirements of M1A1 and M2A2 crews.

In order to meet the virtual-maneuver training requirements in the ARFORGEN process, M1A1 and M2A2 units use the Close-Combat Tactical Trainer (CCTT) and the Rehosted Simulations Network (SIMNET) XXI, in addition to the Rehosted SIMNET CCTT Core. The CCTT, SIMNET XXI, and SIMNET CCTT provide a mobile training capability to our dispersed units.

In order to train all ARNG units on the tactics, techniques, and procedures (TTPs) of convoy operations, the ARNG is fielding the Virtual Convoy Operations Trainer (VCOT). The VCOT, through the use of geo-specific databases, provides commanders with a unique and critical mission rehearsal tool. Currently, 32 VCOT systems are positioned in the ARNG force to train units on the fundamentals of convoy operations.

In order to meet basic and advanced rifle marksmanship requirements, the ARNG is fielding the Engagement Skills Trainer (EST 2000). This system is the Army's approved marksmanship-training device. The ARNG is also continuing use of its previously procured Fire Arms Training System (FATS) until EST 2000 fielding is complete. The EST 2000 and FATS are also used to provide unit collective tactical training for dismounted Infantry, Special Operations Forces, Scouts, Engineer, and Military Police squads, as well as combat support and combat service support elements. These systems also support units conducting vital homeland defense missions.

The ARNG supplements its marksmanship-training strategy with the Laser Marksmanship Training System (LMTS). The ARNG currently has over 900 systems fielded down to the company level. The LMTS is a laser-based training device that replicates the firing of the Soldier's weapon without live ammunition. It is utilized for developing and sustaining marksmanship skills, diagnosing and correcting marksmanship problems, and assessing basic and advanced skills.

The ARNG has further developed its battle command training capability through the three designated Battle Command Training Centers (BCTCs) at Fort Leavenworth, Camp Dodge, and Fort Indiantown Gap, and the Distributed Battle Simulation Program (DBSP). BCTCs provide the backbone of the program as collective hubs in the battle command training strategy. The DBSP provides Commanders assistance from Commander's Operational Training Assistants, TADSS facilitators, and Technical Support Teams. BCTCs and the DBSP collectively help units in the planning, preparation, and execution of simulations-based battle staff training that augments the Department of the Army-directed Warfighter Exercises and greatly enhances battle staff and unit proficiency.

In order to provide the critical culminating training event of ARFORGEN, the ARNG has implemented the XCTC. The XCTC program provides the method to certify that ARNG combat units have achieved company-level maneuver proficiency prior to mobilization. The XCTC incorporates the use of advanced live, virtual, and constructive training technologies to replicate the training experience until now only found at one of the Army's Combat Training Centers.

The centerpiece of the XCTC is the Deployable Force-on-Force Instrumented Range System (DFIRST). DFIRST utilizes training technologies that allow for full instrumentation of the training area from major combat systems down to the individual Soldier, role player, and Civilian on the battlefield.

The most important part of every training exercise is the After-Action Review (AAR). By full instrumentation of the units, Soldiers, and training areas, units receive an AAR complete with two-dimensional, three-dimensional, and video playback of the actual training exercise. This allows Commanders and Soldiers to see what occurred during the training exercise from a different perspective, further enhancing the training experience.

The Army Reserve continues to leverage–to the extent resources permit–TADSS into its training program. Implementation of Army Campaign Plan Decision Point 72 continues with establishment of the 75th Battle Command Training Division (BCTD) (Provisional). This division, with five battle command training brigades, employs legacy constructive simulations to provide battle command and staff training to Army Reserve and Army National Guard battalion and brigade commanders and staffs during pre-mobilization and post-mobilization. The concept plan as well as requirements for supporting Army battle command systems and simulations drivers for the 75th BCTD is pending Headquarters Department of the Army (HQDA) approval.

The Army Reserve continues to partner with the Program Executive Office, Simulations, Training and Instrumentation; Training and

Doctrine Command agencies; and HQDA to define TADSS requirements for combat support and combat service support units. The 75th BCTD is on the Entity-level Resolution Federation (ERF) fielding plan. The ERF provides a high-resolution (e.g., individual Soldier-level fidelity aggregated to unit resolutions) joint constructive battle staff training simulation.

The LMTS and EST 2000 remain essential elements of Army Reserve marksmanship training. LMTS procurement continues, and distribution throughout the Army Reserve force continues to increase. The LMTS has also been adapted to support convoy operations training. In either individual pre-marksmanship training or convoy modes, the system allows the Soldier to use an assigned weapon, as well as crew-served weapons, in a simulation/training mode. EST 2000 systems have been fielded to many Army Reserve Engineer and Military Police organizations to enable full use of its training capabilities by units with high densities of crew-served weapons their at home stations.

The Army Reserve also has a number of low-density simulators it employs to reduce expensive "live" time for unique combat service support equipment. For example, Army Reserve watercraft units train on the Maritime Integrated Training System (MITS), a bridge simulator that not only trains vessel captains but the entire crew of Army watercraft. In 2007 the Army Reserve invested in communications infrastructure so that the MITS at Mare Island, California can communicate and interact with another Army MITS at Fort Eustis, Virginia. This provides the capability to conduct distributed multi-boat collective training among all the simulators. Of note, the MITS is also

used by U.S. Navy, U.S. Coast Guard, and harbor management agencies. Other simulators include locomotive simulators used by Army Reserve railroad units and a barge derrick simulator for floating watercraft maintenance units. Other simulator requirements are being identified in requirements documents.

18. Summary tables of unit readiness, shown for each State, (and for the Army Reserve), and drawn from the unit readiness rating system as required by section 1121 of ANGCRRA, including the personnel readiness rating information and the equipment readiness assessment information required by that section, together with:

a. Explanations of the information:

Readiness tables are classified. This information is maintained by the Department of the Army, G-3.

b. Based on the information shown in the tables, the Secretary's overall assessment of the deployability of units of the ARNG (and Army Reserve), including a discussion of personnel deficiencies and equipment shortfalls in accordance with section 1121:

Summary tables and overall assessments are classified. This information is maintained by the Department of the Army, G-3.

19. Summary tables, shown for each State (and Army Reserve), of the results of inspections of units of the Army National Guard (and Army Reserve) by inspectors general or other commissioned officers of the Regular Army under the provisions of Section 105 of Title 32, together with explanations of the information shown in the tables, and including display of:

a. The number of such inspections;

b. Identification of the entity conducting each inspection;

c. The number of units inspected; and

d. The overall results of such inspections, including the inspector's determination for each inspected unit of whether the unit met deployability standards and, for those units not meeting deployability standards, the reasons for such failure and the status of corrective actions.

During FY09, Inspectors General and other commissioned officers of the Regular Army conducted 947 inspections of the ARNG, inspecting 1,403 ARNG units. The bulk of these inspections, 711, were executed by Regular Army officers assigned to the respective States and Territories as Inspectors General. First Army and the Department of the Army Inspectors General conducted 96 of the inspections, and the remaining 140 by the U.S. Army Forces Command (FORSCOM); Training and Doctrine Command (TRADOC); Communications-Electronics Command (CECOM); and the U.S. Army Audit Agency.

Because the inspections conducted by Inspectors General focused on findings and recommendations, the units involved in these inspections were not provided with a pass / fail rating. Results of such inspections may be requested for release through The Inspector General of the Army.

Operational Readiness Evaluation data for the Force Support Package and expanded separate brigades are unavailable, as inspections thereof were eliminated as requirements in 1997. Data available under the Training Assessment Model (TAM) relates to readiness levels and is generally not available in an unclassified format. TAM data are maintained at the state level and are available upon request from state level-training readiness officials.

In accordance with AR 1-201, *Army Inspection Policy,* the U.S. Army Reserve Command (USARC) conducts inspections of regional readiness commands and direct support units within requirements of the USARC Organizational Inspection Program (OIP). Per the Army Regulation, OIPs at division levels and above mainly comprise staff inspections, staff assistance visits, and Inspectors General. Staff inspections are only one aspect by which Commanding Generals can evaluate the readiness of their commands. The Inspector General conducts inspections and special assessments based on systemic issues and trends analysis with emphasis on issues that could impede the readiness of the Army Reserve.

The Chief, Army Reserve, directed the Inspector General to conduct special assessments in FY09 prompted by concerns over systemic issues. One was the Special Assessment of Training Management. Its objective was to determine if units in the Army Reserve were in compliance with Command Training Guidance for Training Years 2008-2010, with emphasis on the execution of weapons training, remedial training, qualification, and ammunition availability. This assessment also encompassed an annual regulatory review of compliance with and effectiveness of the Army Voting Assistance Program, a program of special interest to the Department of the Army. Another was the Special Assessment of the Impact of Army Reserve Equipment Shortages (Funding/Availability/Modernization) and Training with the US Army Reserve Command (USARC), which evaluated training issues due to equipment shortages and the affect it had on our Soldiers' morale.

The Army Reserve is meeting regulatory requirements through a combination of Battle-Focused Readiness Reviews (BFRRs) and staff assistance visits, with the assistance visits conforming to regulatory requirements of AR 1-201. The BFRR is the tool used by major subordinate Commanders to provide the Army Reserve Commanding General a status on resources and readiness of their commands, and resolve systemic issues/trends in order to achieve continuous improvements in readiness. The Army Reserve conducted 19 BFRRs in FY09, while inspecting 65 units. The staff assistance visits were more oriented to a particular topic in the staff proponent's area.

20. A listing, for each ARNG combat unit (and US Army Reserve FSP units) of the active-duty combat units (and other units) associated with that ARNG (and US Army Reserve) unit in accordance with section 1131(a) of ANGCRRA, shown by State, for each such ARNG unit (and for the US Army Reserve) by: (A) the assessment of the commander of that associated active-duty unit of the manpower, equipment, and training resource requirements of that National Guard (and Army Reserve) unit in accordance with section 1131(b)(3) of the ANGCRRA; and (B) the results of the validation by the commander of that associated active-duty unit of the compatibility of that National Guard (or US Army Reserve) unit with active duty forces in accordance with section 1131(b)(4) of ANGCRRA.

There are no longer ground combat active or reserve component associations due to operational mission requirements and deployment tempo.

As FORSCOM's executive agent, First Army and U.S. Army Pacific (USARPAC) for Pacific based Reserve Component units, execute active duty associate unit responsibilities through both their pre-mobilization and post-mobilization efforts with reserve component units. When reserve component units are mobilized, they are thoroughly assessed in terms of manpower, equipment, and training by the appropriate chain of command, and that assessment is approved by First Army or USARPAC as part of the validation for unit deployment.

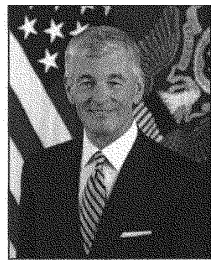
Validation of the compatibility of the Reserve Component units with the active duty forces occurs primarily during training and readiness activities at mobilization stations, with direct oversight by First Army, USARPAC, and FORSCOM.

21. A specification of the active-duty personnel assigned to units of the Selected Reserve pursuant to section 414(c) of the National Defense Authorization Act for Fiscal Years 1992 and 1993 (10 USC. 261 note), shown (a) by State for the Army National Guard (and for the US Army Reserve), (b) by rank of officers, warrant officers, and enlisted members assigned, and (c) by unit or other organizational entity of assignment.

Title XI (FY 09) Authorizations				
	OFF	ENL	WO	TOTAL
U.S. Army Reserve	97	110	8	215
TRADOC	50	3	0	53
FORSCOM	979	2,165	101	3,245
USARPAC	30	49	1	80
TOTAL	1,156	2,327	102	3,593

Title XI (FY 09) Assigned				
	OFF	ENL	WO	TOTAL
U.S. Army Reserve	28	77	7	112
TRADOC	5	5	0	10
FORSCOM	659	2,119	85	2,863
USARPAC	28	53	1	82
TOTAL	720	2,254	93	3,067

As of September 30, 2009, the Army had 3,067 active component Soldiers assigned to Title XI positions. In FY06, the Army began reducing authorizations in accordance with the National Defense Authorization Act 2005 (NDAA 2005, Public Laws 108-767, Section 515). Army G-1 and U.S. Army Human Resources Command (HRC) carefully manage the authorizations and fill of Title XI positions. The data is captured at the command level. The actual duty location for each position is not captured down to the state level of detail.



Mr. John McHugh

Secretary of the United States Army

Mr. John M. McHugh was sworn in as the 21st Secretary of the Army on Sept. 21, 2009, following his nomination by President Barack Obama and confirmation by the United States Senate.

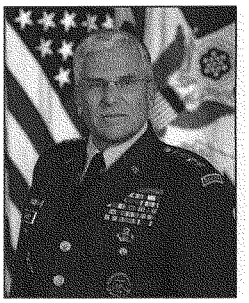
As Secretary of the Army, he has statutory responsibility for all matters relating to the United States Army: manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management. Secretary McHugh is responsible for the Department of the Army's annual budget and supplemental of over $200 billion. He leads a work force of more than 1.1 million active duty, Army National Guard, and Army Reserve Soldiers, 221,000 Department of the Army civilian employees, and 213,000 contracted service personnel. He has stewardship over 14 million acres of land.

At the time of his appointment as Secretary of the Army, Mr. McHugh was a sitting member of Congress representing Northern and Central New York. During his nine terms in the U.S. House of Representatives, he earned a reputation as a staunch advocate for Soldiers and their Families, working tirelessly to ensure they have proper facilities, training, and the quality of life necessary to carry out wartime missions while caring for those at home.

As a Member of Congress, Mr. McHugh served as the Ranking Member of the House Armed Services Committee (HASC) with responsibility to oversee the policies and programs for the Department of Defense and each of the Armed Forces. Before becoming Ranking Member, Congressman McHugh was first the Chairman of the Morale, Welfare and Recreation Panel and then Chairman and later Ranking Member of the Committee's Subcommittee on Military Personnel. Mr. McHugh also served as a senior member of the House Committee on Oversight and Government Reform, and for six years as the Chairman of the Subcommittee on the Postal Service that significantly reformed the Postal Service. From 1997 to 2004, Mr. McHugh was a member of the House International Relations Committee. Subsequently, from 2005 to 2009, he served on the House Permanent Select Committee on Intelligence. Mr. McHugh was also a 14-year member of the United States Military Academy Board of Visitors. At the time of his nomination, Mr. McHugh was co-chair of the House Army Caucus, a bipartisan organization that works to educate fellow House Members and their staffs about Army issues and programs.

Secretary McHugh was born in Watertown, New York, where he began his public service career in 1971 as the Confidential Assistant to the City Manager. In 1976, he joined the staff of New York State Senator H. Douglas Barclay, with whom he served as Chief of Research and Liaison with local governments for nine years. Succeeding Senator Barclay in 1984, Mr. McHugh served four terms in the legislature's upper house before his election to the U.S. House of Representatives in 1992.

Mr. McHugh received a B.A. in Political Science from Utica College of Syracuse University in 1970, and earned a Master's Degree in Public Administration from the State University of New York's Nelson A. Rockefeller Graduate School of Public Affairs in 1977.



General George W. Casey, Jr.

Chief of Staff of the United States Army

General George W. Casey, Jr. became the 36th Chief of Staff of the U.S. Army on 10 April 2007. In his previous assignment, he was the Commander, Multi-National Force – Iraq, a coalition of over thirty countries, from 01 July 2004 until 10 February 2007. General Casey was commissioned a second lieutenant of Infantry from Georgetown University School of Foreign Service in 1970. Throughout his career, he has served in operational assignments in Germany, Italy, Egypt, Southwest Asia and the United States. He has commanded at every level from platoon to Division.

His principal staff assignments have been as a Chief of Staff, 1st Cavalry Division, Fort Hood, Texas; Operations Officer and Chief of Staff, V (US/GE) Corps, Heidelberg, Germany; Deputy Director for Politico-Military Affairs, Joint Staff, Commander, Joint Warfighting Center/J7, US Joint Forces Command, Director Strategic Plans and Policy and Director of the Joint Staff and 30th Vice Chief of Staff, United States Army.

He commanded a mechanized infantry battalion at Fort Carson, Colorado; a mechanized infantry brigade at Fort Hood, Texas; served as Assistant Division Commander for Maneuver and Support in the 1st Armored Division in Bosnia and Germany; and commanded the 1st Armored Division in Bad Kreuznach, Germany. General Casey holds a Masters Degree in International Relations from Denver University and has served as a Senior Fellow at the Atlantic Council of the United States.

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

FEBRUARY 25, 2010

QUESTIONS SUBMITTED BY MR. JONES

Mr. JONES. The FY09 National Defense Authorization Act encourages the Army to compete its small arms requirements. Page 201 of the Army Procurement Justification Book for Weapons and Tracked Vehicles indicates that the Army requests $15.042M to procure 11,494 M4 carbines and that the carbines will be procured from Colt Manufacturing Co., Inc. with sole source, firm fixed price contract. Is the Justification Book accurate? What are the Army's requirements for M4 carbines in Fiscal Year 2011 and how does the Army plan to complete the requirements?

Secretary MCHUGH. Yes, the Justification Book is correct. The Army is pursuing a dual track strategy to provide our Soldiers the best carbine in the world. Track One is initiating continuous competitive upgrades of the M4, and Track Two is the competitive procurement of a new Joint Capabilities Integration and Development System (JCIDS) requirement for an individual carbine.

For the funding year FY11, the requested total program funding is $20.2M. $15.042M of that will procure 11,494 M4 Carbines equipped with the Modular Weapon System, which includes six additional magazines, the M4 Rail Assembly and the Back-up Iron Sight per weapon. The remainder of the funds procures combat optics and provides production, logistical and fielding support.

In 2008, then Secretary of the Army Pete Geren directed continued procurement of the M4 carbine until the Army Acquisition Objective (AAO) was met. Once the AAO was reached, M4 procurement would be limited to only those M4s necessary to maintain the current fleet of weapons. The procurement requirement also includes the minimum required to maintain the industrial base until the individual carbine competition is complete and in production.

A quantity of 12,000 carbines is the yearly Minimum Sustaining Rate (MSR) for Colt Defense LLC. The Army will continue to maintain Colt's operational capability, and does not plan to pursue an M4 competitive procurement. The Army will conduct M4 upgrade competitions and will compete the new JCIDS requirement for a carbine when the requirement is eventually approved by the Joint Requirements Oversight Council.

QUESTIONS SUBMITTED BY MR. MILLER

Mr. MILLER. The budget submission for the Army's end strength is programmed for 547,400; with an additional funding for 22,000 personnel in the OCO. How long will this additional end strength funding in the OCO be required? Does the Army intend to ultimately return to end strength of 547,400 and is that the end strength envisioned in the Quadrennial Defense Review?

Secretary MCHUGH and General CASEY. The Army's current authorized end strength is 547,400, and that is the end strength envisioned in the Quadrennial Defense Review. The FY10 Overseas Contingency Operations (OCO) funding includes money to support a temporary end strength increase of 15,000 personnel (total end strength 562,400), and the FY11 OCO request includes funding to support a total additional end strength of 22,000 (total end strength 569,400). However, the Secretary of Defense has not yet authorized the additional temporary end strength increase from 15,000 to 22,000. If the Secretary of Defense authorizes the additional 7,000 in temporary end strength, the Army's plan is to reach 569,400 by Spring of 2011 and maintain that level through the Spring of 2012. End strength would then decrease over an 18 month period through the Fall of 2013 to put the Army back at 547,400.

Mr. MILLER. The Chief of the Army Reserve recently said that the Army Reserve and Army National Guard need at least $1.5 billion more in training funding per year to achieve the "operational reserve" status they have been tasked to achieve. Do you agree with that estimate? In the future, will the Army be able to accommodate increased levels of funding to keep the Army Reserve and Army National Guard as ready as they are today?

Secretary MCHUGH and General CASEY. The Army is committed to maintaining a trained and ready Reserve Component force as full participants in the ARFORGEN process. Steady state funding to achieve this goal is a topic for our

FY12 budget deliberations. We anticipate working with the Army National Guard and the Army Reserve to come to a consensus position on this issue.

The Army is currently evaluating the resource requirements to achieve an "operational reserve" in the FY 12–17 POM. The Army has not yet validated the $1.5B training cost estimate and anticipates there are cost impacts beyond training that must be evaluated. Decisions on fill level for full time staff, funded training days, and type of training are factors which will drive the cost of operationalizing the reserve component.

In addition to the resourcing implications, the Army is assessing the requisite authorities and policies associated with achieving the most effective operational reserve.

Mr. MILLER. What is the extent of the Army's R&D effort to reduce the weight of body armor systems? What are your thoughts in establishing a task force similar to the MRAP Task Force and ISR Task Force to accelerate these efforts?

Secretary MCHUGH and General CASEY. The Army is looking to lighten every piece of equipment a Soldier carries. Accordingly, the objectives of the Body Armor R&D projects are to develop a lighter system with more protection than what is currently available.

The Army is focused on enhancing the strength of ballistic fiber, which has the potential to reduce the weight of soft armor by 20%, and will continue to explore materials to create lighter ballistic plates. Most ballistic plate R&D is conducted independently by industry.

Body armor is not a Program of Record and is therefore 100% funded with Overseas Contingency Operations funds with no RDT&E dedicated funding line. The 2010 NDAA directed that each of the services establish a RDT&E line for Body Armor, which the Army is currently working with DoD to establish.

We do not think a Task Force is required to address the issue of lighter body armor. The Army and the Marine Corps Board, which meets quarterly, focuses on force protection issues, to include initiatives for lighter body armor systems. This group meets to discuss issues related to body armor and to leverage production and R&D efforts for both Services.

Mr. MILLER. Could you comment on what changes have been made in the way the Army equips Guard and Reserve forces to accommodate the operational role?

Secretary MCHUGH and General CASEY. The Army has made tremendous strides toward converting the Reserve Component (RC) from a strategic reserve to a force that can provide operational capabilities and strategic depth across the full spectrum of conflict and missions. The new equipping structure—codified by the Army Force Generation-based equipping strategy—establishes acquisition and distribution goals that ensure all units, regardless of component, have the right amount and type of equipment to meet their mission requirements and support Department of Defense Directive 1200.17.

The Army is committed to equipping all Soldiers going into harm's way with the most capable systems possible. This equipping strategy is designed to equip and modernize the RC on par with the Active Component. It should be noted that much of the modern equipment going to the RC displaces legacy items, and therefore, has a modest impact on the overall equipment on hand (EOH) percentages.

Modernization percentages are measured against the Army's requirements at the end of the Program Objective Memorandum (Fiscal Year 2017 (FY17)). The Army has programmed approximately $102.4 billion over the next five years to alleviate shortfalls and modernize equipment, which is anticipated to bring the Active Army to 86 percent, the Army National Guard (ARNG) to 83 percent and the U.S. Army Reserve (USAR) to 81 percent EOH by 2017, based on current operational requirements.

Equipment funding for the ARNG averaged $5.7 billion per year from FY06 to FY10. During that same time period, USAR equipment funding averaged $2.0 billion per year. In September 2010, the ARNG equipment modernization levels will be at 68 percent, a 12 percent improvement over their September 2008 levels. The Army Reserve is 65 percent modernized, an 8 percent increase over the 2008 levels.

Mr. MILLER. Do the equipping and manning strategies for the National Guard's new operational role also take into consideration the strategic reserve role the National Guard has historically played? For example, do National Guard units that are not immediately scheduled for deployment have sufficient equipment to perform domestic missions and serve as a strategic reserve, should new global demands unrelated to the current operations in Iraq and Afghanistan emerge? Are there reserve units dedicated to a strategic reserve role and, if so, how are they equipped?

Secretary MCHUGH and General CASEY. The Army continues to improve the equipment on hand (EOH) rates and modernization levels of the Reserve Component (RC). This is critical to the transformation of the whole RC to an operational reserve

while simultaneously ensuring that it can provide the Army with strategic depth. The Army Force Generation-based equipping strategy ensures that the RC can provide operational capabilities and strategic depth across the full spectrum of conflict and missions, as required by Department of Defense Directive 1200.17, dated October 29, 2008. The Army is committed to fully executing Congressional and Department of Defense directions to operationalize our RC. Consequently, RC units are not specifically assigned to a strategic reserve mission.

Additionally, the Army is committed to allocating and distributing Critical Dual Use (CDU) equipment (Modified Table of Organization and Equipment items that also support Homeland Defense and Defense Support to Civil Authorities missions) to maintain a minimum 80 percent fill during this period of persistent conflict, recognizing that the end-state goal is 100 percent of the Guard's CDU items to ensure their preparedness to support their civil support missions. To that end, the CDU EOH will increase from 83 percent in 2009 to 87 percent in 2011. The Army National Guard has determined that it currently has sufficient equipment to meet this hurricane season's support requirements.

Mr. MILLER. What is the status of the payback plans the Army is required to provide the National Guard and Reserve components? If the Army has not provided payback plans, what do the units who left the equipment overseas use for training?

Secretary MCHUGH and General CASEY. The Army has made significant progress in replacing Reserve Component (RC) equipment diverted to wartime needs. Currently, the Army has returned a total of 67 percent (57,000 of the 84,000) of the Secretary of Defense approved Department of Defense Directive (DoDD) 1225.6 requirements to the RCs. For the remaining DoDD 1225.6 requirements, Headquarters, Department of the Army and the RCs have developed plans that project the payback of all the equipment by the end of fiscal year 2013, based on known operational requirements. If operational requirements change, the Army, in coordination with the RCs, will adjust the payback plans to support both theater and homeland defense requirements and missions. All Army units, to include the RCs, are cross-leveling available equipment and utilizing pre-deployment equipment sets to mitigate training equipment shortfalls until the cessation of all hostilities and full reset of theater equipment is accomplished.

QUESTIONS SUBMITTED BY MR. WILSON

Mr. WILSON. The past eight years have highlighted the unique way in which the National Guard and Army Reserve forces can augment the active force, especially in unique skill sets. However, due to their commitment to the overseas fight, the historical role of the National Guard as the Nation's strategic reserve has waned. In the QDR, the first of the six key mission areas is "Defend the United States and support civilian authorities at home." Does the Army plan on supporting this notion and returning the Guard to its historical role? And, if so, how will training and equipment in both the short and long term change to reflect the need to focus on the domestic defense?

Secretary MCHUGH. The National Guard's historic role of defending the homeland remains the same as it always has—the Army National Guard responds to a domestic crisis when called by their Governors while preparing to augment the Army for overseas contingencies. No better example of this enduring capability exists than the National Guard's response to Hurricanes Katrina and Rita, when Guardsmen from every State and Territory—and their equipment—flowed into the Gulf States when much of the affected States' own Army National Guard was deployed overseas. The Army National Guard had approximately 100K Soldiers mobilized and still provided 50,000 Soldiers to support hurricane relief efforts.

Since 9/11, the National Guard's ability to respond quickly to domestic contingencies is better understood and appreciated at the national level. Most of the Army National Guard's force structure is designed to augment the Active Component, and its equipment and training requirements follow suit. But when budget constraints force hard acquisition decisions, the National Guard's unique role in support of civilian authority is now better accounted for in terms of its Critical Dual Use equipment, which supports the Essential Ten Capabilities that the governors have decided are critical during a domestic contingency. In addition, Guard unique capabilities, such as the Civil Support Teams, have been resourced at a higher level since 9/11.

The Army National Guard is actually better able to respond to domestic emergencies than it was prior to 9/11. It has more modern equipment, its unit strengths are at higher levels, and its Soldiers are better trained. Furthermore, the National Guard has been proactive in improving its ability to respond to homeland missions.

For example, Emergency Management Assistance Compacts have been strengthened in order to facilitate units in one State assisting another State during a crisis.

Mr. WILSON. I am concerned that the current plans for wounded warrior support at the new Walter Reed National Military Medical Center when it opens at Bethesda in September 2011 is not at the same level of support currently furnished by the Army at Walter Reed Army Medical Center. Wounded Warriors who move to the new medical center will experience a significant degradation of services and support. This is unacceptable. As an example, I understand that there will be a shortfall of 150 barracks spaces when the new medical center opens for the wounded warriors who are currently in the Warrior in Transition barracks at Walter Reed. What steps have you taken to ensure that all of the wounded warrior support now provided at Walter Reed will be available when the new medical center opens in September 2011?

Secretary MCHUGH. The Army, along with the other Services, has taken multiple steps to prepare for the support of the Wounded, Ill and Injured Soldiers as they transfer from Walter Reed Army Medical Center to the Walter Reed National Military Medical Center at Bethesda. Approximately half of the Wounded Warriors assigned to Walter Reed Army Medical Center will move to Fort Belvoir in September 2011. Accordingly we are focused on delivering proper services and support to Wounded Warriors both at Bethesda and Fort Belvoir.

New Warrior Transition Complexes are being built at Bethesda and Fort Belvoir with estimated completion dates in August 2011 for both locations. These Warrior Transition Complexes include all the services and support found in Army Soldier Family Assistance Centers, administrative space for the Warrior Transition Unit cadre, and barracks for Wounded Warriors. The Warrior Transition Complexes will provide non-medical case management and support assistance for each Services' Wounded Warriors and their Families. These activities will be consistent with what is currently provided at Walter Reed Army Medical Center.

We share your concerns regarding lodging facilities at Bethesda. We are comfortable with the planned lodging facilities for single Wounded Warriors. At this point in the planning, there will not be a shortage of rooms for these Soldiers. Our primary concern, however, is lodging for Wounded Warriors with Families. Naval Support Activity Bethesda (NSA Bethesda) conducted a lodging analysis and concluded that Bethesda currently has sufficient rooms to accommodate the entire Wounded Warrior population and their Families. Nevertheless, the Army, has requested that further detailed analysis be done between NSA Bethesda and the Army to validate that the lodging facilities will meet the specific needs of Army Wounded Warriors and their Families.

Mr. WILSON. In the past, you've said that the Army's readiness posture is "out of balance," due to demands placed on it by the operational tempo of the current wars, and that the Army is not ready today to meet other large-scale ground combat contingencies as fast as various plans require. You've also said that the Marine Corps, Navy and Air Force can provide contingency forces to mitigate the late arrival of Army forces in some of these scenarios. However, given the declining state of readiness of all services, are you still confident in that assessment? How much risk is the nation assuming by having the Army essentially 100% committed to the current wars? When will this situation begin to improve?

General CASEY. The Army is providing forces needed to prevail in the current fight, and we are increasing forces in Afghanistan as we responsibly draw down in Iraq. Thanks to the support of Congress and the American people, the Army is receiving adequate resources to restore readiness; however, the pace of operations is requiring the Army to consume readiness as fast as we produce it. In committing the Army to Iraq and Afghanistan, the Nation has limited choices if another crisis—whether humanitarian or conflict—arises. Additionally, at today's high operational tempo, the Army cannot train all units for the Full Spectrum of Operations, which reduces trained and ready Army forces that we have available for the variety of other possible missions in a world of persistent conflict.

Under the projected levels of demand, we will continue making progress in restoring balance, and plan to reach a sustainable and predictable force rotational cycle in 2012—two years at home station for every year deployed for our Active Component and four years at home station for every year mobilized for our Reserve Component. We expect a few challenging years of recapitalizing and repairing equipment, re-integrating our Families and training forces for Full Spectrum Operations, before we can provide robust strategic flexibility to our leaders.

With Congress' continued support, the Army will restore its balance during these challenging years by achieving sustainable deploy-to-dwell ratios; adequately providing for Soldiers, Civilians and Families; and resetting our equipment and pre-

positioned stocks. Together, these measures will restore Army readiness and strategic flexibility to our Nation's leaders.

QUESTIONS SUBMITTED BY MR. TURNER

Mr. TURNER. My understanding is that 63 percent of the Army National Guard's (ARNG) HMMWV fleet will be over 20 years old by FY11. In fact, over 60 percent of the Ohio National Guard's HMMWV inventory are the original A0 model HMMWV and are between 20 to 25 years old. These older models are not as capable as current production vehicles. Specifically, they have significantly less payload, cannot be armored (which hinders the Guard's ability to train on them before being deployed overseas), and do not have the capability to mount critical systems needed to perform increased multi-mission requirements filled by the HMMWV. As you are aware, the National Guard's military training, homeland security, and state emergency missions rely on the I–IMMWV. Despite this critical role, the FY 11 budget request does not include any funding for the Army to procure new HMMWVs. With this in mind, I would like to know how does Army plan to ensure the National Guard has the modern equipment it needs, including current HMMWVs, to successfully carry out its many critical missions?

Secretary MCHUGH and General CASEY. The Army National Guard (ARNG) currently has an excess of vehicles in its High Mobility Multi-purpose Wheeled Vehicle (HMMWV) Fleet. This allows us to divest older models using Fiscal Year 2010 (FY10) procurement and recapitalization (RECAP) funds, and thereby lower the percent of older ARNG vehicles to 43 percent by second quarter FY11. We will further lower this figure to 30 percent through the Program Objective Memorandum. Over the course of the war, the ARNG has conducted excellent pre-deployment training at mobilization sites using equipment provided in pre-deployment training sets. These sets include the most modern equipment available. The Army's strategy is to ensure modernization levels are compatible with mission roles across all components: active, guard and reserve. To ensure HMMWV modernization, the Army will continue the RECAP program, ultimately improving the capability of the existing fleet without an increase in the HMMWV inventory.

Mr. TURNER. The QDR specifically identified 'building partnership capacity' as one of the top three areas of operational risk. We have observed important lessons in Afghanistan over the last many years and recently have made strides to stress the importance of cultural awareness, force cooperation, and integrated multi-national training and exercises. One specific example, in which this concept has manifested itself organizationally pragmatic execution, is through the implementation of Advise and Assist Brigades (AABS). What steps should the Army take in terms of institutionalizing, educating, and training soldiers for building partnership capacity beyond our current efforts in Afghanistan?

Secretary MCHUGH and General CASEY. The Army is taking steps to institutionalize our ability to build partnership capacity.

In general, the Army continues to refine our doctrine to emphasize that all operations are conducted with the ultimate objective of transitioning to a stable environment. We are developing standard lists of Mission Essential Tasks that require various types of Army units to include "stability operations" when preparing for any mission. Beginning in FY12, we will adjust model training strategies to ensure unit training resources include "stability operations."

We also plan to align certain units with specific geographic combatant commands, which will enable these units to develop some degree of regional expertise and facilitate combatant commanders' ability to build coalitions through targeted exercise and engagement programs. In support of these efforts the Army recently approved a Culture and Foreign Language Strategy, which provides a holistic approach to building and sustaining the right blend of language and cultural skills.

The Army is also working to institutionalize training for units given specific responsibilities for building partnership capacity (i.e. a Brigade Combat Team asked to advise and assist the security forces of another nation). The Army has established the 162nd Training Brigade, which is co-located with the Joint Readiness Training Center at Fort Polk, Louisiana, as an enduring capability to train personnel to augment Army brigades, and to train other U.S. Army specialized teams (e.g. training teams for military police, engineers, medical, etc.) to mentor the functional staff of another nation's Army. Trainers from the 162nd will also facilitate a unit/team integration into the operations of deploying Army formations primarily through support of mission rehearsal exercises at Army Combat Training Centers.

Finally, Army future efforts at building partnership capacity will be significantly enhanced by the recent appointment of Commander, Combined Arms Center, Fort

Leavenworth, Kansas as the Army's proponent for security force assistance, as well as for stability operations.

Mr. TURNER. Regarding BMD, please provide detailed plans, logistical footprint, and associated timelines for deploying the planned Patriot battery in Poland.

Secretary MCHUGH and General CASEY. The Government of Poland recently ratified the Supplemental Status of Forces Agreement which triggered a POTUS-directed suspense to begin regular Patriot unit training rotations to Poland. The Joint Staff Planning Order released 16 FEB 10, established the Patriot to Poland Phase I requirements to conduct training and exercises with the Polish Air Defense Forces and U.S. European Command is preparing to begin regular training rotations. The logistic footprint for the training will be the organic unit field requirements and will expand to include a small contingency site in a subsequent phase. United States Army Europe is now refining the training rotation plan which is due by the end of May 2010. Planning will include an analysis regarding Phase II site location and requirements in accordance with the Declaration on Strategic Cooperation between the United States of America and the Republic of Poland.

QUESTIONS SUBMITTED BY MRS. MCMORRIS RODGERS

Mrs. MCMORRIS RODGERS. The Quadrennial Defense Review directs our nation's Armed Forces to be capable of conducting a wide range of operations including homeland defense, defense assistance to civil authorities and major stabilization operations. As an operational force, National Guard Heavy Brigade Combat Teams continue to leave their armored vehicles at home while they deploy overseas to conduct stability operations. Would the Department of Defense consider converting a second National Guard Heavy Brigade Combat Team into a Stryker Brigade Combat Team so that they can deploy and fight with the same equipment that they train on, as well as being much better equipped to conduct domestic missions? If so, would the Department of Defense consider converting the 81st Heavy Brigade Combat Team of the Washington Army National Guard that is collocated with the Army's Stryker Center of Excellence at Joint Base Lewis McChord?

General CASEY. The Department of Defense has considered the Army National Guard request to convert a second Heavy Brigade Combat Team (HBCT) to a Stryker Brigade Combat Team (SBCT). However, the Army has no plans to execute a conversion at this time. The number of future Brigade Combat Team conversions was considered in the Quadrennial Defense Review and will continue to be assessed. The management of both the designs and the total mix of the Army Brigade Combat Teams is a continuous process.

If the Department of Defense justifies the requirement to convert additional HBCT to SBCT within the Army National Guard, the unit and location(s) would be determined and staffed by the Army National Guard.

Mrs. MCMORRIS RODGERS. Wouldn't you agree that spouses relying on the Military Spouse Career Advancement Account (MyCAA) program to further their academic goals should have been notified prior to the temporary stay in order to make the necessary arrangements with their school.

General CASEY. The Army agrees that providing as much notice as possible when making program changes is always preferable. On March 13, 2010, DOD resumed MyCAA operations for military spouses who currently have existing MyCAA accounts. As the Army works with DOD on the way ahead for MyCAA policy/program management, Military OneSource Spouse Education and Career Consultants will continue to be available to provide education and training, career exploration, assessment, employment readiness and career search assistance.

QUESTIONS SUBMITTED BY MR. ELLSWORTH

Mr. ELLSWORTH. Secretary McHugh and General Casey, last year, Congress supported the Army's request and provided $1.3 billion for the Army to procure new Humvees in Fiscal Year 2010. What is the status of those funds and what are the Army's plans to put the Fiscal Year 2010 funds on order?

Secretary MCHUGH and General CASEY. The Army is planning to procure 2,122 HMMWVs in FY10 using FY 2010 Base and OCO funding. The FY 2010 base budget ($281M) will procure 1,410 HMMWVs to support systems that use the HMMWV as their prime mover, commonly referred to as "data interchange" vehicles. The FY10 OCO funding ($150M) procures 712 HMMWVs for U.S. Army Special Operations Command. The Army plans to seek reprogramming approval for the remaining FY 2010 OCO procurement funding for recapitalization of HMMWVs returning from theater and other Army priorities.

QUESTIONS SUBMITTED BY MS. GIFFORDS

Ms. GIFFORDS. Thank you, Mr. Chairman and thank you to Secretary McHugh and General Casey for being here today. As you know, Fort Huachuca in my District is the home of Army Intelligence. Since 9/11, the Fort has grown exponentially and now hosts around 15,000 servicemembers, civilians and contractors. Each year, thousands of servicemembers and operatives from the other intelligence agencies come to Southern Arizona to learn their tradecraft. Over the last year, we have begun to adjust mission sets at the Fort to concentrate our precious resources on training intelligence warfighters and relocating other non-core functions to other facilities where they are needed more. In doing so, we have relocated the final acceptance mission of Unmanned Vehicles to Mr. Bishop's district in Utah and next year we will prepare the 86th Signal Battalion to relocate to Mr. Reyes's district in Texas. There have been rumors circulating that additional elements will be relocating to Mr. Smith's District up in Washington. I know that we have talked quite a bit about this over the last few weeks but I want to be sure that we're on the same page.

Do you anticipate relocating the other pieces of that unit—the 40th Signal Battalion and the 11th Signal Headquarters—in the near future?

Secretary MCHUGH and General CASEY. The Army currently has no programmed moves for the 11th Signal Brigade or 40th Signal Battalion.

Ms. GIFFORDS. I met earlier this week with a team of trainers we have on-post at Fort Huachuca and they specialize in teaching the Border Patrol and other State and local law enforcement agencies how to think and work like intelligence officers. Right now they are funded through a combination of programs but ultimately through NORTHCOM and JTF–NORTH. I have heard interest expressed by both the Homeland Security side and the Army side, but right now the program is ad hoc. Would you be willing to work with me on establishing a regular funding stream for this program?

Secretary MCHUGH and General CASEY. Combatant Commander's and Homeland Security Department's specific operational intelligence mission training requirements vary from year to year. Placing a specific funding line into the Army's base appropriation locks the Army into providing training that may no longer be required by the Combatant Commander or Homeland Security. Keeping the training reimbursable provides the Army and the requesting agency with the flexibility needed to meet current operational requirements. The Army appreciates your interest in this training, but believes that the training should remain reimbursable and not be included in the Army's base funding.

Ms. GIFFORDS. The Army's Culture Center is also located just off-post in Sierra Vista. They are the foremost cultural experts in the Department. I know that both Chairman Smith and I have received extensive briefings from them in the past before one of our trips into some hostile areas in Africa and the Middle East. They really are doing some excellent work down there. Given the importance of culture and cultural awareness in the wars we are currently fighting and the ones we will fight in the future, and the unique capabilities provided by the Culture Center, does the Army plan to formally make it a Center of Excellence? If not, why not?

Secretary MCHUGH and General CASEY. Training & Doctrine Command (TRADOC) conducted a thorough analysis to determine what should constitute a TRADOC "center" versus a "center of excellence." The specific functions of the TRADOC Culture Center (TCC), which include assistance in developing culture capabilities to support current and future operations as well as concept development and experimentation, fall within the definition of a "center." Although the TCC provides unique capabilities, it is a subordinate element of the U.S. Army Intelligence Center of Excellence (USAICoE) and the Army does not plan to designate the TCC a center of excellence (CoE).

Ms. GIFFORDS. The Fort is also home to the Army's Network Command and oversees the security and integrity of the Army's U.S.-based computer networks. Can you comment on how you see their role growing as the Army and the Department grows their cyber defense capabilities?

Secretary MCHUGH and General CASEY. In a memo dated 23 June 2009, the Secretary of Defense stated that cyberspace and its associated technologies offer unprecedented opportunities for the United States, and are vital to our Nation's security and, by extension, to all aspects of military operations. Yet, our increasing dependency on cyberspace, alongside a growing array of cyber threats and vulnerabilities, adds a new element of risk to our national security. The Secretary therefore approved establishment of U.S. Cyber Command (CYBERCOM), a Department of Defense sub-unified command under U.S. Strategic Command, to integrate DoD's cyberspace operations into a single entity.

To support CYBERCOM and to provide the unique capabilities that Army operations require, the Army will stand up a three-star command, Army Forces Cyber Command (ARFORCYBER). ARFORCYBER will create unprecedented unity of effort and will synchronize all Army forces operating within the cyber domain. ARFORCYBER will focus on planning, coordinating, integrating, synchronizing, directing and conducting network operations and defense of all Army networks to ensure that U.S. and Allied forces have freedom of action in cyberspace.

ARFORCYBER will capitalize on existing Army cyber resources. Network Enterprise Technology Command/9th Signal Command, Army (9th SC(A)) and its global forces will be assigned as a subordinate unit to ARFORCYBER. The Commanding General, 9th SC(A) will serve as the ARFORCYBER Deputy Commanding General for cyber operations. A combined Army Cyber Operations Integration Center (ACOIC) also will exist underneath ARFORCYBER. The majority of forces for ACOIC are already in place at Fort Belvoir, Virginia, to include elements of the 9th SC(A) Army Global Network Operations and Security Center. Additionally, U.S. Army Intelligence and Security Command will be under the operational control of ARFORCYBER for attack and exploit-related actions.

The 9th SC(A) and its global forces provide a wide range of network and cyber capabilities necessary to execute ARFORCYBER's missions, and are charged with establishing, provisioning, sustaining and defending the Army's portion of the Global Information Grid, LandWarNet (LWN). LWN, which is critical to 21st century operations, provides secure and assured information access across joint strategic, operational and tactical echelons, thereby enabling warfighter decision dominance.

Ms. GIFFORDS. You recently announced a significant shift in base support funding to take care of Army families. Can you talk a little about this effort and touch on the specifics of which programs are in the greatest need for additional funds and are high demand services?

Secretary MCHUGH and General CASEY. We thank the Congress for its steadfast and continued support of our Soldier and Family programs. The programs we are executing in fiscal year 2010, and our request for fiscal year 2011, are funded to ensure our Soldiers and Families continue to enjoy the full spectrum of services they so richly deserve. Army Spouse Employment, New Parent Support, Exceptional Family Member services, expanded child care and youth services are examples of these valuable, high-demand programs.

The Installation Management Command will continue to work closely with each installation to ensure its essential Base Operating Support (BOS) needs are met. We will conduct a comprehensive mid-year review of all BOS accounts to ensure we maintain adequate funding to meet Army priorities throughout the remainder of the fiscal year. We will look for efficiencies and best practices in the use of BOS funds, but will not shortchange Soldiers and their Families in the process.

The health and welfare of our Soldiers and Families is tremendously important, and we recognize the incredible sacrifices they make every day. As a result, and under the Army Family Covenant, we have taken great strides by standing up and bolstering numerous programs to provide Soldiers and Families a quality of life commensurate with their level of service and sacrifice to the nation. Not only do these programs ease the stress of everyday military life, they also enhance readiness, recruiting, and retention. Our programs support all Soldiers—single and married, Active and Reserve Component, geographically dispersed and those on or near installations—and their Families.

QUESTIONS SUBMITTED BY MS. TSONGAS

Ms. TSONGAS. The FY2010 NDAA (Sec. 141 and Sec. 216) directed that within each military service, a separate, dedicated budget line item for body armor procurement would be established in the FY2011 Budget submission. It also articulated the same requirement for a separate, dedicated program element for RDT&E. Mr. Secretary, understanding that none of the military services make the final decision on what is or is not included in the budget request, please explain why the Army does not have a separate account for procurement and RDT&E of body armor? Did you include the separate accounts in the budget request that you submitted to the Secretary of Defense?

Secretary MCHUGH. The Army did not create separate body armor funding lines in RDT&E and procurement in the FY2011 Budget because we were awaiting guidance from the Office of the Secretary of Defense (OSD) on how to implement the FY2010 NDAA language. Previously, body armor has been an expendable and not an investment item, and therefore purchased with Operation and Maintenance,

Army funding. The Army is exploring options with OSD for subsequent fiscal years and will implement in accordance with OSD guidance.

Ms. TSONGAS. Military officials have testified that the Army has a requirement to lighten the load carried by soldiers particularly during dismounted operations in Afghanistan. I understand that despite this stated requirement, that none of the military services are actively soliciting for lighter weight body armor enhanced small arms protective inserts. The FY11 OCO budget request included $327.0 million for body armor. Body armor requirements have been funded primarily through OCO supplemental appropriations with no long term investment strategy. Unfortunately, it remains unclear whether there has been a comprehensive effort from Department of the Army to accelerate and properly resource weight reduction initiatives to body armor. There is no evidence in the budget documents that the Department of Defense or any of the Services have a research and development program to reduce the weight of body armor. Please describe what steps you have taken to ensure that there is a robust R&D program to develop lighter body armor products? Please explain how you coordinated your efforts with the ongoing efforts of the other services? What are your thoughts in establishing a body armor task force similar to the MRAP Task Force and the TSR Task Force to accelerate these efforts?

Secretary MCHUGH. Body Armor is not a Program of Record and is therefore 100% funded with Overseas Contingency Operations funds with no RDT&E dedicated funding line. The 2010 NDAA directed that each of the services establish a RDT&E line for Body Armor, which the Army is currently working with DoD to establish.

To coordinate on-going Body Armor initiatives, the Army participates in the Cross-Service War fighter Equipment Board (CS–WEB). This group includes representatives from the Military Departments (U.S. Army, Navy, and Air Force Research Laboratories, and Office of Naval Research); U.S. Special Operations Command; Defense Logistics Agency; the Department of Homeland Security; and the U.S. Coast Guard Clothing Design and Technical Office. The coordinating agency for the CS–WEB is Natick Soldier Research, Development and Engineering Center and the U.S. Army Research, Development and Engineering Command.

The CS–WEB functions as a collaborative body to coordinate Joint war fighter equipment investments to ensure the most effective solutions are acquired and fielded to war fighters by the Army, Navy, Marine Corps, Air Force, Coast Guard and Special Operations Command. The CS–WEB provides a forum that encourages a dialogue on all aspects of full systems life cycle acquisition management to include: science and technology plans; technology transition planning; system design and development; initial production; procurement strategies; raw ballistic fiber/material usage forecasts and shortage issues; ballistic testing protocols/issues; production rates; and operational support concepts.

We do not think a Task Force is required to address the issue of lighter Body Armor. The CS–WEB and the Army and the Marine Corps Board, which meet quarterly, focuses on force protection issues, to include initiatives for lighter Body Armor Systems.

Ms. TSONGAS. The MEADS program was initiated to provide replacement for the Patriot Air and Missile System in the U.S. Army, as well as Patriot, Nike Hercules and Hawk in Germany and Italy. However, the MEADS development program has not delivered on promised timely and cost-effective fielding of new air and missile defense capabilities. Since the program's initiation, the time to field the First Unit Equipped (FUE) has repeatedly been revised resulting in increased costs and delays to fielding warfighter capability as follows:

- In 1996, the expected RDTE cost was $2B to $3 B, with a planned FUE in 2008
- In 2002, the expected RDTE cost was $7B to $9B, with a planned FUE in 2012
- In 2008, the expected RDTE cost was $10B, with a planned FUE in 2015

In 2008, the GAO reported that the FUE date will slip an additional two years, to 2017. In addition, recent GAO reports (GAO–08–467SP & GAO–Q9–326SP Assessments of Major Weapon Programs) found that only two of six critical MEADS technologies were maturing at an adequate pace to meet program schedule. Based on the performance of the MEADS program to date, OSD commissioned reviews of the program to understand what is driving MEADS over budget and behind schedule.

Two OSD studies, one conducted by the Hon. John Young (former USD AT&L) and one conducted by Hon. Paul Schneider (Chertoff Group consultant and former DHS Deputy Secretary), were both critical of NAMEADSMA and the U.S. Army management and oversight of MEADS. What changes to management's procedure and structure have been implemented? What objective criteria will be used to deter-

mine whether MEADS successfully completes the system-level CDR? Will affordability, risk and performance figure prominently in deciding whether to continue or to terminate the program?

Secretary MCHUGH. The Army assumed responsibility for MEADS late in Fiscal Year 2003. During the Preliminary Design Reviews in 2007, significant concerns arose about the program's progress, management and risk. These concerns led to two independent reviews on the health of the program and a path forward. The assessments validated that change was necessary.

Since the conclusion of the reviews, the Army has been working with the OSD (AT&L) to negotiate with international partners to substitute an exportable version of the Integrated Air and Missile Defense Battle Command System (IBCS) for the MEADs battle manager, and also a change in the management governance Memorandum of Understanding with the NATO Medium Extended Air Defense System Management Agency (NAMEADSMA) partners. This approach would meet the current System requirements and achieve an improved governance structure.

Some changes have already been implemented. The Joint Steering Committee has been replaced by a Board of Directors, which now focuses on strategic program direction and execution oversight. The NAMEADSMA General Manager has been provided the necessary authority for effective day to day program management and execution.

The Department is in the process of conducting a detailed multi-faceted assessment to support the fall System Program Review. The OSD Cost Assessment and Program Evaluation team is reviewing program costs and preparing a new cost estimate. Both the Army and OSD are jointly conducting an independent external Critical Design Review (CDR) assessment. It will review multiple aspects of the CDR such as percentages of drawings completed, software coding status, and integration and test progress.

The Army and OSD are reviewing requirements and threats to ensure the MEADS program is delivering a needed capability. The assessments will provide the Department leadership with detailed information to support program decisions.

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