

RECORD VERSION

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Introduction

Chairman Lieberman, Senator Thune, and distinguished Members of the Subcommittee on Airland, we thank you for this opportunity to discuss Army Modernization Programs in the Fiscal Year 2011 (FY11) budget request. We are pleased to represent Army leadership, members of the Army acquisition workforce, and the more than one million courageous men and women in uniform who have deployed to combat over the last eight years and who have relied on us to provide them with world-class weapon systems and equipment for mission success. We thank the Members of this Committee for your steadfast support and shared commitment to this goal.

We will open today's statement by providing an overview of the Army modernization strategy, using current program initiatives to illustrate our plan. We will then elaborate on specific systems on which you have asked us to focus, and our testimony will conclude with a discussion of the requirements process.

Why the Army Needs to Modernize

The 2010 Army Modernization Strategy is consistent with DoD's High Priority Performance Goals in the President's FY11 Budget's Analytic Perspectives volume, and follows the guidance of the Secretary of the Army and Chief of Staff, who have provided us with imperatives and goals to address the two major challenges facing the Army: **Restoring Balance** to our Force and **Setting Conditions for the Future**.

Two of the imperatives for restoring balance confer upon us the obligation to modernize our equipment base to ensure victory on today's and tomorrow's battlefields.

- **Preparing our Soldiers for success in the current conflict** directs us to identify rapidly and fill those capability gaps identified as critical to the warfighters currently engaged in operations. In this sense, modernization is mandated in support of winning the current fight and directing new capabilities be brought to

the current battlefield to close specific capability gaps. Examples of modernization in this sense include:

- Increasing the quantity and capabilities of our aviation fleet in response to the increasing reliance on those assets in Iraq and Afghanistan. In FY11, we plan to begin the investment that will lead to the stand up of the 13th Combat Aviation Brigade (CAB). And;
 - Accelerating Intelligence, Surveillance and Reconnaissance (ISR) programs due to the significant contributions they are making to counterinsurgency fights. We intend to accelerate the Extended-Range Multi-Purpose Unmanned Aerial System (UAS) to capitalize on the power of combining full motion video and signals intelligence, as well as manned-unmanned teaming.
- ***Transforming to meet the demands of the 21st Century*** requires us to resist focusing completely on the type of warfare we face today – counterinsurgency – and hedge against other potential types of missions awaiting our Soldiers in the future. In this sense, modernization is critical in preparing our Army for ***any mission*** we might be called upon to do, investing in and developing the required capabilities, and fielding these capabilities to our Soldiers through a comprehensive, feasible, and affordable plan. Some examples of modernization in this regard include:
 - The development of the Army Integrated Air and Missile Defense system. This program will enhance the capability of our ground-based Air and Missile Defense units. Enabling us to conduct beyond line-of-sight engagements, allowing us to protect a greater number of defended assets, changing our employment techniques/doctrine by enabling point versus area defense, while improving capability against a wide range of threats. And this will be developed as an integral part of the Joint air and missile defense architecture. And;

- The upgrade of the Army's self-propelled artillery fleet, the Paladin, through the Paladin Integrated Management program. This program will increase the capability of the system by replacing the automotive and suspension components with Bradley-like components, which are in common with many of the other combat vehicles in the Heavy Brigade Combat Team (HBCT) formation.

In parallel with these **Restoring Balance** imperatives, **Setting Conditions for the Future** provides reinforcing guidance in answering the two fundamental questions of why and how the Army needs to modernize.

Setting Conditions for the Future requires all elements of the Army to be synchronized – organizing, manning, training, and equipping. However, there are some specific elements of that goal that influences Army Modernization. Specifically, as the Army Chief of Staff has said, we want an Army that is, "...a versatile mix...of networked organizations...equipped and ready [for] full spectrum operations to hedge against unexpected contingencies."

To achieve this goal, our Modernization strategy **must** provide a balanced set of capabilities, ensuring that the most important capability gaps are closed as fast as possible, so an adversary cannot circumvent our relative strengths to exploit a relative weakness.

How the Army will Modernize

The Army will accomplish our modernization goals by focusing on three major lines of effort:

The **first** major line of effort is developing and fielding new capabilities to meet identified capability gaps through traditional and rapid acquisition processes. To maintain our advantage over current, emerging, and future threats, the Army must provide our Soldiers with the equipment they need. The Army must accurately identify

capability gaps and consequently develop viable solutions for the Soldier and incrementally field enduring capabilities across the force.

The primary element of this line of effort is the implementation of the Brigade Combat Team (BCT) Modernization Plan, which was approved by the Secretary of Defense in November of 2009. This plan enables incremental improvements to the network, integrates Mine Resistant Ambush Protected Vehicles (MRAPs) into formations, incrementally fields capability packages to the Infantry Brigade Combat Team, and develops a new manned Ground Combat Vehicle. We will discuss this plan in greater detail later in this statement.

Other elements of this first line of effort include leveraging breakthroughs from the Army's Science and Technology Program and shortening the time between identification of a requirement and delivery of the solution, by optimizing and supporting the Capabilities Development Rapid Transition (CDRT) process.

The **second** major line of effort in the Army's Modernization Strategy is the continuous modernization of equipment to meet current and future capability needs through upgrade, replacement, recapitalization, refurbishment, and technology insertions. This effort focuses on how we intend to keep Army equipment relevant and capable for the foreseeable future.

The most important element of this line of effort is the development and continuous refinement of a comprehensive investment strategy that integrates affordable portfolio strategies for selected fleets of equipment. These portfolios include Fighting Vehicles; Aircraft; Tactical Wheeled Vehicles (TWV); Battle Command (BC) and Networks; and ISR. Integrated Portfolio Strategies will provide a long-term plan for the management of fleets and resources to achieve Army goals and objectives over time.

Important elements of this second line of effort also include developing processes to make fleet sustainment decisions routinely based on cost benefit analysis and capitalizing on technology base initiatives.

The **third** major line of effort in our Modernization Strategy is meeting the needs of our force through Army priorities and Army Force Generation, or ARFORGEN, the Army's rotational readiness model. This effort allows us to determine the objective levels of modernization within our fleets of equipment, revealing the optimal amount of modernization needed, when it will be needed and by whom.

Supporting elements to this line of effort also include updating the 2009 Army Equipping Strategy, that incorporates lessons learned from combat, including inputs from the field, and taking into account the change to the strategic and fiscal landscapes. Finally, establishing Theater Provided Equipment in Afghanistan will allow us to provide the forces deployed there with the best available equipment, while at the same time reducing the cost and risk involved in the repetitive transportation of unit equipment to and from Afghanistan.

The Cornerstone of Army Modernization – The Brigade Combat Team Modernization Strategy

In April 2009, Secretary of Defense Robert M. Gates provided guidance and directed the Army to “accelerate the initial increment of the program to spin out technology enhancements to all combat brigades” and noted the lack of a clear role for MRAP in the current vehicle programs. The Army was further directed to “cancel the vehicle component of the current Future Combat System (FCS) program, reevaluate the requirements, technology, and approach – and then re-launch the Army's vehicle modernization program....” The Army saw this as an opportunity and has shaped the Army's new approach to BCT Modernization.

Following the Secretary of Defense's April 2009 decisions, the Army directed the U.S. Army Training and Doctrine Command (TRADOC) to develop recommendations to modernize our BCTs incrementally and to determine the operational requirements for a new Ground Combat Vehicle. In response, TRADOC established Task Force 120 (TF 120) which evaluated the Army's short- and long-term modernization requirements to ensure proposed solutions mitigated the Army's highest risk capability gaps. TF 120

delivered its recommendations to senior Army leaders in early September 2009, which focused on capability packages, Ground Combat Vehicle operational requirements, and BCT network integrated architecture. These recommendations form the basis for the incremental modernization of all the Army's BCTs.

Subsequently, in November 2009, the Secretary of Defense approved the Army's BCT Modernization Plan which:

- Enables incremental improvements to the Army BC Network;
- Incorporates MRAP vehicles into the force;
- Accelerates the fielding of Capability Packages to all BCTs by 2025;
- Develops a new manned Ground Combat Vehicle within seven years.

Battle Command Network Improvements

The Army BC Network will improve our situational awareness and collaborative planning capabilities by sharing essential information from an integrated platform or a disconnected Soldier to their Command Post. Network modernization utilizes two primary transport programs which will incrementally move the Army to a single and expanding Army BC Network: Warfighter Information Network-Tactical (WIN-T) and Joint Tactical Radio System (JTRS). WIN-T is the backbone for the Army's transport modernization strategy and will be fielded in three increments. Increment one provides reach-back capabilities to Battalion Command Posts and fielding is almost completed. Increment two provides an initial on-the-move transport capability including real-time imagery to BCT and Battalion Commanders and Beyond Line-of-Sight services to the BCT Company level and is scheduled for initial fielding in FY12. Increment three expands on-the-move capabilities and adds an aerial tier vastly improving network reach, redundancy, and management.

Incorporating Mine Resistant Ambush Protected Vehicles

The success of the MRAP family of vehicles in Iraq and Afghanistan demonstrates the critical need for integration of these types of capabilities in all of the Army formations and as a part of the overall manned ground vehicle strategy for the future. The Army will establish 20 sets of MRAPs tailored to BCTs and available for their employment while in the available phase of the ARFORGEN cycle, and ensure MRAPs are available for home station training and in the institutional training base. In select enabler units (sustainment brigades, medical, route clearance, and explosive ordinance units) MRAPs will take the place of some organic vehicles. The Army will also maintain MRAPs, including the newest variant the MRAP – All Terrain Vehicle (M-ATV), in operational float and war reserve stocks.

Accelerating the Fielding of Capability Packages to All BCTs

Capability Packages are specifically designed to fill gaps and mitigate risk, align with the Program Objective Memorandum, and deliver new capabilities in two-year increments in support of ARFORGEN. The Capability Package concept recommends BCT modernization priorities, addresses current and expected BCT high-risk capability gaps, and is fielded and funded over specific two-year timeframes as complete packages or sub-packages based on Soldier needs, technological advances, and available resources. The Army's BCT Modernization plan accelerates the fielding of Capability Packages to 29 BCTs through FY16 and to all BCTs by FY25.

The capabilities scheduled for delivery to the first BCT in FY11-12 are in the final test and evaluation phases, but we acknowledge the process has identified several shortfalls and some reliability issues. We are cognizant of the risks going forward, but also aware of the importance of fielding integrated networked systems to the current warfighter. The program managers along with industry partners are working to correct these issues and integrate fixes for the second round of testing in 2010 and the final round of testing, called the Initial Operational Test and Evaluation, in 2011. The Army,

along with OSD, will closely monitor progress toward correcting these problems and continue to assess the program at reviews later this year to ensure these systems meet warfighter needs.

These capabilities will provide commanders with an increased ISR capability in the Class I Unmanned Aerial Vehicle (UAV), Unmanned Ground Sensors, and Small Unmanned Ground Vehicles, and integrated network capabilities that link the Soldier to headquarters in Network Integration Kits.

Future Capability Packages will address identified capability gaps across the force, leveraging mature technologies and resources to the Soldier. TRADOC's Capability Package development process, beginning with the annual capability needs analysis, ensures the timely identification, analysis, selection, and prioritization of viable solutions for inclusion in incremental capability packages. Future Capability Packages may include upgrades to capabilities scheduled for fielding in FY13 and FY14, such as a common controller for all unmanned vehicles, both air and ground, as well as a new variant of an unmanned ground vehicle, which will provide additional force protection capabilities. A continuous review of capability needs and an incremental delivery approach of solutions will ensure our units and Soldiers are equipped with the most advanced technologies our Nation's resources can provide to meet current operational requirements.

Developing a New Manned Ground Combat Vehicle

To inform the Ground Combat Vehicle operational requirements development effort, the Army sponsored a Ground Combat Vehicle Blue Ribbon Panel which received input from Joint-Service partners, retired general officers, think tank analysts, representatives from the Office of the Secretary of Defense, Army Soldiers, and leaders with a wide range of operational experience. Additional input from commanders and Soldiers with recent combat experience in Iraq and Afghanistan was critical in identifying characteristics and features needed in the new Ground Combat Vehicle.

The new platform will provide a versatile range of capabilities, including the under-belly protection offered by MRAP, the off-road mobility and side protection of the Bradley Fighting Vehicle, and the urban and operational mobility of the Stryker. It will include precision lethality to enable decisive results while maintaining overmatch against like systems, and integrate the network to maintain situational awareness in urban and other operations. While the new vehicle will provide sufficient space and electrical power to accept the network, it will also have growth potential to ensure the ability to integrate upgrades and new technologies. The Ground Combat Vehicle's development approach enables production of the first vehicle by FY17, while establishing a basis from which to adapt. Capabilities incorporated in subsequent increments will be based on changes in the operational environment and enabled by maturation of emerging technologies.

Programmatic Updates

As requested by the committee, we are providing specific updates on several programs. Each of these programs contribute to the intent of Army Modernization – to develop and field an affordable mix of the best equipment available to allow Soldiers and units to succeed in both today's and tomorrow's full spectrum military operations. Materiel modernization provides new and improved capabilities to Soldiers that enable them to accomplish their missions and maintain overmatch against the enemy.

The **Increment 1 Early-Infantry Brigade Combat Team (E-IBCT)** completed the FY09 Limited User Test (LUT) in September 2009, and completed a successful Milestone C Low Rate Initial Production (LRIP) decision at the December 2009 Defense Acquisition Board (DAB) meeting. The Defense Acquisition Executive approved the initial LRIP procurement of one BCT set of Increment 1 systems. Follow-on DAB In-Progress Reviews are planned for later this year to assess continued development progress, supporting the procurement of 2nd and 3rd BCT sets. Additional technical

and operational testing is planned for 2010 to support the December 2010 DAB decision. Technical Testing begins in May 2010 and culminates in a September 2010 LUT. The Army awarded the LRIP contract for the initial Brigade on February 24, 2010. Increment 1 systems included in the LRIP contract are: The Network Integration Kit, Class I Unmanned Aerial System, Small Unmanned Ground Vehicle, Urban-Unattended Ground Sensors, and Tactical-Unattended Ground Sensors. The NLOS-LS completed the flight LUT in February 2010. The results of this LUT indicate additional work is needed on the NLOS-LS missile. An evaluation of the NLOS-LS acquisition options is ongoing with a Path Forward decision expected in the 3rd quarter 2010.

The **Ground Combat Vehicle** is the Army's next-generation Infantry Fighting Vehicle, combining lessons learned from the survivability of the MRAP vehicle, the tactical mobility of the Bradley Fighting Vehicle and the operational mobility of the Stryker. The Army released a Request for Proposals (RFP) on February 25, 2010, for the Technology Development phase of the Ground Combat Vehicle effort. The first combat vehicle designed from the ground up to operate in an Improvised Explosive Device (IED) environment, the Ground Combat Vehicle 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, it will have the capacity available to accept future upgrades incrementally as technologies mature and threats change. Because of the pace of change and the operational environment, the Army is pursuing a Ground Combat Vehicle program timeline that provides the first production vehicles in seven years.

The **UH-60 Black Hawk** is the work horse of Army Aviation. The current UH-60 fleet is comprised of 1,833 aircraft, including 921 UH-60As (produced between 1978 and 1989), 718 UH-60L/Ks (produced since 1989), and 194 new UH/HH-60Ms. The Black Hawk helicopter is in its 33rd year of production. To date, the Army has employed seven multi-year, multi-service production contracts. The current contract

extends from FY07 to FY11 and includes Navy H-60 aircraft, as well as Foreign Military Sales aircraft. The Army is negotiating a follow on multiservice contract this year.

The ongoing UH-60A to UH-60L recapitalization program extends the service life of the Black Hawk program, while providing the improved capability and safety margin of the UH-60L. The Army plans to induct 48 aircraft in FY10 and 240 aircraft between FY11 and FY16. The UH-60M program incorporates a digitized cockpit for improved combat situational awareness, lift, range, and handling characteristics for enhanced maneuverability and safety. These improvements also extend the service life of the aircraft. The Army plans to improve the safety of the UH-60M platform with a Preplanned Product Improvement technology. Additionally, the Army is pursuing an Improved Turbine Engine Program, currently in Science and Technology, that will be common across the UH-60 Black Hawk and AH-64 Apache fleets.

Stryker has planned procurement of 3,953 vehicles with 3,149 having been accepted as of January 31, 2010. These vehicles support eight Stryker Brigade Combat Teams, with the eighth SBCT being fielded in FY11 at Ft. Bliss, Texas; a Stryker Theater Provided Equipment set supporting the Afghanistan theater; a strategic pool of ready-to-fight systems; Institutional Training Base; Test Articles; a Depot Repair Cycle Float Pool managed by the U.S. Army Materiel Command; and other operational requirements. Stryker vehicles have operated more than 24 million miles in combat while maintaining well above required operational readiness rates. The Stryker program received a Full Rate Production decision on eight of 10 configuration variants, including the Infantry Carrier Vehicle, Reconnaissance Vehicle, Commander Vehicle, Mortar Carrier Vehicle, Fire Support Vehicle, Anti-tank Guided Missile Vehicle, Engineer Squad Vehicle, and Medical Evacuation Vehicle. The remaining variants – the Nuclear, Biological and Chemical Reconnaissance Vehicle and the Mobile Gun System – are in Limited Rate Production.

The Army has continually improved the survivability of the Stryker vehicle to meet evolving threats. The most current enhancement being evaluated is a Double V hull integrated into the current vehicle platform that could potentially provide MRAP-level protection against Improvised Explosive Devices. A directed requirement has been approved and the Army will build and test a limited number of prototype Stryker vehicles integrating the Double V hull design. Pending independent assessment, a further decision will be made whether to incorporate this design onto Stryker vehicles supporting our operations in Afghanistan.

As mentioned above, the Stryker Mobile Gun System (MGS) is in Limited Rate Production with a Full Rate Production decision expected in April 2011. MGS is designed to provide direct supporting fires to assault infantry in order to destroy or suppress hardened enemy bunkers, machine gun positions and sniper positions in urban, restricted and open, rolling terrain with its 105mm “shoot on the move” turreted gun and autoloader system. The MGS is an essential component of the Stryker Brigade Combat Team and provides the organic combined arms lethality and enhanced operational flexibility necessary in today’s fact paced threat environment.

With regard to existing vehicle upgrades, the Army’s combat platform modernization program is focused on standardizing 31 HBCT sets with two variants of the **Abrams** tank and **Bradley Infantry Fighting Vehicle**, two of the Army’s highest priority combat vehicle recapitalization programs. This modernization will provide 26 operational HBCT equivalents and five strategic HBCT equivalents. At present, the Army has nearly completed fielding modularized HBCTs, which gives every brigade a common structure. The short-term modernization goal is to populate these brigades with only two variants of the Abrams and the Bradley – the Abrams M1A2SEP v2 is being paired with its partner, the Bradley M2A3, and the Abrams M1A1AIM SA is being teamed with the Bradley M2A2ODS SA. The modular HBCT force structure will be equipped with the two variant Abrams and Bradley fleet by the end of 2013. This

modernization plan aligns compatible combat platforms with common modular formations.

The **Joint Tactical Radio System** (JTRS) is a Department of Defense (DoD) initiative to develop a family of software-programmable tactical radios that provide mobile, interoperable, and networked voice, data, and video communications at the tactical edge of the battlefield. JTRS development is 85 percent complete. For the Army, JTRS will provide a tactical radio communications network for Infantry, Heavy, and Stryker Brigade Combat Teams by providing the tactical networking transport capability through scalable and modular networked communications. It will also provide the current force a mobile, ad hoc networking capability using new advanced waveforms – Soldier Radio Waveform and Wideband Networking Waveform. The majority of the radios in the **Ground Mobile Radio** (GMR) Program and the **Handheld, Man-pack and Small Form Fit** (HMS) Program will be procured for the Army.

The GMR will provide the Army a multi-channel (up to four channels) operation, allowing full functionality of each legacy radio it replaces. In addition, GMR will include an integrated global positioning system (GPS) capability based on the Selective Availability Anti-Spoofing Module-based GPS receiver with a Precise Time and Time Interval output. Today, GMR production representative systems are being manufactured which will participate in E-IBCT LUT. The GMR will enter LRIP in the 2nd quarter of FY11.

The HMS will provide a scalable and modular Software Communications Architecture compliant networked radio frequency communication capability to meet Army Handheld, Man-pack (Mounted & Dismounted) and Embedded Radio requirements. The program will deliver a Handheld (2 Channel) radio, a Man-pack (2 Channel) radio, and various Small Form Fit radios for various ground sensors, /unattended vehicles, and unmanned air vehicles. The HMS will enter LRIP this year and begin delivering to our Soldiers in FY11.

The Requirements Process and Reform Initiatives

The Army has developed and refined a dynamic, flexible process to review, validate, resource, and acquire critical warfighting capabilities rapidly to meet operational needs while minimizing risk through due diligence. This accelerated process complements the standard, more deliberate Joint Capabilities Integration and Development System that is generally used for requirements determination. It capitalizes on “real time” feedback from commanders in the field and, through its improved responsiveness, has significantly enhanced operations in Iraq and Afghanistan.

The Army prides itself as a learning organization and continues to make a concerted effort to codify the positive refinements in its processes that we have made during the prolonged conflicts in Iraq and Afghanistan. In keeping with this trend, this accelerated process for validation of operational needs has been documented in the latest update of Army Regulation 71-9, Warfighting Capabilities Determination, published on December 28, 2009.

Operational Needs Statement and Joint Urgent Needs Statements

The Chief of Staff of the Army’s vision to “build 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 sustainable tempo for our all-volunteer force” is supported by an accelerated requirements review and decision process used for evaluating and fulfilling operational needs statements (ONS) and joint urgent operational need statements (JUONS). This accelerated process provides a high degree of tailorability and increased versatility to our efforts to provide materiel capabilities for deployed and deploying commanders and units.

Following mission analysis based on battlefield experiences, operational commanders use the ONS and JUONS process to identify materiel shortfalls in their current organizations that, if remedied, could correct a deficiency or improve a capability that enhances mission accomplishment. The ONS is particularly useful to support Army units that are assigned “nonstandard” missions for which they are not normally equipped.

The ONS and JUONS requests can be made for either nonstandard capabilities that can be procured from commercially available items or for quantities of standard Army equipment that exceed the organization’s authorization. Additionally, the ONS provides a mechanism for commanders to request new capabilities that do not currently exist within the Army.

Army commanders submit ONS through the chain of command to the Army Staff for review and approval, while JUONS are submitted through the chain of command to the Joint Staff for approval. Since the beginning of the current conflicts, 98 percent of urgent operational needs identified by Army commanders have been submitted using ONS, while 2 percent have been submitted using the JUONS. The majority of ONS received from Army commanders are for increases in standard Army capabilities or equipment while the majority of JUONS are for new capabilities or equipment that do not exist in current Army materiel inventories. In 2009, commanders requested more than 6,000 separate types of equipment through approximately 2,500 ONS. The rapid fielding of MRAPS to Iraq and Afghanistan is an example of capabilities provided rapidly through a JUONS. The increase in basis of issue for night vision goggles and the provision of hand held radios to deployed units are examples of capabilities fielded rapidly through ONS.

Accelerated Requirements

In addition to streamlining the process for identifying operational needs rapidly, the Army has established procedures to deliver capabilities rapidly to units deployed to

Afghanistan and Iraq by modifying the requirements validation, funding, and acquisition processes associated with these urgent needs. As you may suspect, the Army is forced to accept a slightly higher degree of risk regarding system integration when performing these activities in parallel. To mitigate and manage the risk, we have developed and use a senior leader decision making forum known as the Army Requirements and Resourcing Board (AR2B) to inform our actions through this process. The AR2B synchronizes the assessment, validation, resourcing, and sourcing of urgent capabilities within the Department. The AR2B coordinates weekly with theater to prioritize efforts and to insure capabilities being developed meet evolving theater operational needs. The flexibility granted from Congress concerning reprogramming of funds has been instrumental to the success of this forum.

The Army is tackling unique integration challenges responding to urgent needs identified by commanders in Afghanistan. The relatively primitive infrastructure of Afghanistan and the restricted lines of communication through which materiel must flow into the theater is causing us to pay greater attention in synchronizing the delivery of capabilities, logistics, training, and manning considerations of accelerated acquisition programs than we had in the past when dealing with requests originating out of Iraq. For example, in Iraq where we had the advantage of an established infrastructure, the Army was able to rapidly field and integrate into the force more than thirty variants of the MRAPs. A priority of Afghanistan is reducing the number of logistics requirements by having as few variants as possible. For this reason, the staff is being more deliberate in its decision making to ensure that fielded capabilities are supportable.

Transition of Rapidly Acquired Capability

To capitalize fully on the accelerated process, the Army developed institutional processes designed to integrate proven wartime capabilities into the Army's standard materiel management system. This work is accomplished through the Army Centers for Lesson Learned and through the CDRT process. The Army uses unit commander feedback and TRADOC assessments to develop recommendations on whether a

wartime capability should be transitioned to an enduring Army capability. Examples of capabilities recommended as enduring capabilities through the CDRT process include the Tactical Ground Reporting (TIGR) System and the Green Laser Dazzler. The TIGR system improves situational awareness and facilitates collaboration at the company level by enabling the collection and dissemination of fine-grained intelligence on people, places, and insurgent activity. The Green Laser Dazzler is a non-lethal weapon used to create temporary vision impairment to stop someone from advancing.

Reform Initiatives for the Deliberate Process

From a requirements point of view, and consistent with DoD's High Priority Performance Goals in the President's FY11 Budget's Analytic Perspectives volume, the Army is implementing the Weapon Systems Reform Act of 2009 through the management of more comprehensive Analysis of Alternatives (AoA), Configuration Steering Boards (CSBs), and Capability Portfolio Reviews (CPRs). The Army is working closely with OSD – Cost Assessment and Program Evaluation to develop AoA guidance, with special emphasis on costs and benefits, and to review AoA products. The Army is conducting CSBs regularly to review requirements and to determine the status of programs. The Army senior leadership is conducting Army-wide, all-component, CPRs to review requirements and priorities holistically and make recommendations to revalidate, modify or drop requirements. The objective is to ensure that funds are programmed, budgeted, and executed against validated requirements that are cost and risk-informed.

The Army has demonstrated great flexibility in adjusting its requirements review and development processes to be more effective in the contemporary operating environment. After several years of refinement, the Army has a process that reviews, validates, resources, and acquires critical warfighting capabilities rapidly to meet commanders operational needs while maintaining the good stewardship expected of our institution. We have been able to find the balance in making institutional processes more responsive while minimizing operational risk through due diligence. Lastly, the

Army is also ensuring that the investment in materiel for the current conflicts is leveraged and incorporated into its long-term equipping strategy.

In Closing

In support of Army Modernization, the Army has submitted a Research, Development and Acquisition budget request of \$31.7B for FY11. We believe that this budget allocates resources appropriately between bringing advanced technologies to our Soldiers currently in the fight and developing new technologies to bring the required capabilities to our Soldiers in the future. As such, we meet our leadership's intent of concurrently preparing our Soldiers for success in the current conflict and transforming to meet the demands of the 21st century.

Mr. Chairman, Senator Thune, and Members of the Committee, on behalf of our Soldiers, we greatly appreciate the tremendous support we receive from this Congress and the American people. We urge you to provide full, timely, and predictable funding to implement the plans we have shared with you today successfully. The Army is modernizing, seeking to restore balance while setting conditions for the future. Our goal is to balance current and future requirements and risks to make certain that we can defend the Nation – today and tomorrow.