



**SUBCOMMITTEE ON AIRLAND
SENATE ARMED SERVICES COMMITTEE**

TO RECEIVE TESTIMONY ON ARMY FORCE MODERNIZATION IN
REVIEW OF THE DEFENSE AUTHORIZATION REQUEST

Tuesday, June 16, 2026

Washington, D.C.

Lexitas (DC)

1029 Vermont Ave, NW, 10th Floor

Washington, DC 20005

Job No. 1720847-001

1 TO RECEIVE TESTIMONY ON ARMY FORCE MODERNIZATION IN REVIEW
2 OF THE DEFENSE AUTHORIZATION REQUEST FOR FISCAL YEAR 2027
3 AND THE FUTURE YEARS DEFENSE PROGRAM
4

5 Tuesday, June 16, 2026
6

7 U.S. Senate
8 Subcommittee on Airland
9 Committee on Armed Services
10 Washington, D.C.
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12 The committee met, pursuant to notice, at 4:16 p.m., in
13 Room SR-222, Russell Senate Office Building, Mr. Kevin
14 Cramer, chairman of the subcommittee, presiding.

15 Committee Members Present: Senators Cramer
16 [presiding], Moody, Kelly, Blumenthal, and Peters.
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1 OPENING STATEMENT OF HON. KEVIN CRAMER, U.S. SENATOR
2 FROM NORTH DAKOTA

3 Senator Cramer: Good afternoon, everybody.

4 The Airland Subcommittee meets today to discuss the
5 Army's modernization efforts with a focus on the Fiscal Year
6 2027 President's budget submission. I want to thank our
7 witnesses, Principal Deputy Assistant Secretary of the Army
8 for Acquisition, Logistics, and Technology, Mr. Jesse
9 Tolleson, and Acting Commander of the Army's Transformation
10 and Training Command, Lieutenant General Miles Brown, for
11 being here. Thank you, both, for your service and for being
12 with us today.

13 And the goal of Army modernization is pretty
14 straightforward: to ensure American soldiers have the most
15 capable, survivable, and lethal equipment possible to deter
16 conflict and, if necessary, to win on the battlefield. The
17 character of war is changing rapidly, as we all know. We're
18 watching it in real time. Recent conflicts have
19 demonstrated the growing importance of unmanned systems,
20 electronic warfare, long range precision fires, integrated
21 air and missile defense, and resilient communications
22 networks.

23 At the same time, China continues to be the pacing
24 challenge for the Department of War, while Russia, Iran,
25 North Korea, and violent extremist organizations continue to

1 threaten U.S. interests and global stability. But the Army
2 faces another challenge as it modernizes, and that's
3 adapting fast enough to keep pace with technological change.
4 The battlefield is evolving in days or months rather than
5 decades. The Army must balance affordability, sustainment,
6 mobility, and survivability while ensuring new capabilities
7 can be fielded rapidly and, of course, at scale.

8 Modernization cannot simply focus on developing
9 exquisite systems. It must also prioritize production
10 capacity, operational relevance, and the ability to
11 integrate emerging technologies into formations quickly. I
12 believe Army leadership recognizes reality and are moving
13 the Army in the right direction. The Army's emphasis on
14 transformation in contact experimentation with new
15 formations and integration of unmanned systems and counter-
16 UAS capabilities reflects an understanding that future wars
17 will demand adapt adaptability at every echelon -- I might
18 say current and future wars. Exercises like Project
19 Convergence continue to demonstrate the value of joint
20 integration, data sharing, and human machine teaming across
21 the battlefield. I look forward to hearing from General
22 Brown about Transformation and Training Command lessons
23 learned and how those lessons are informing requirements,
24 acquisitions, and operational concepts.

25 The Army has also made difficult but necessary

1 modernization decisions over the past 2 years. The service
2 continues to refine its portfolio to focus on capabilities
3 that are survivable, scalable, and relevant for the times.
4 Efforts to modernize combat vehicles, improve long range
5 fires, expand air and missile defense capacity, strengthen
6 the industrial base, and rapidly field counter-drone
7 technologies are critical to maintaining Overmatch. I would
8 ask Mr. Tolleson and our witnesses to discuss how the Army
9 is prioritizing modernization investments and ensuring
10 programs deliver capability to soldiers faster.

11 At the same time, we must recognize that modernization
12 requires sustained and predictable funding. I guess that's
13 kind of our job, right? The Army continues to face growing
14 operational demands around the world while modernizing for
15 future conflict. Investments in munitions production, air
16 and missile defense, counter-UAS systems, contested
17 logistics, and next generation networks will all be
18 essential to readiness and deterrence. This committee will
19 continue working to ensure the Army has the resources
20 necessary to meet those challenges.

21 I thank you for appearing today, and look forward to
22 hearing your testimony. And I'll give some time to General
23 Kelly --

24 Senator Kelly: I got promoted.

25 Senator Cramer: Senator.

1 STATEMENT OF HON. MARK KELLY, U.S. SENATOR FROM
2 ARIZONA

3 Senator Kelly: Thank you, Mr. Chairman. I join you in
4 welcoming our witnesses, and thank both of you for appearing
5 before the subcommittee today, and look forward to hearing
6 your testimony. I also want to recognize the service
7 members around the world who find themselves in harm's way
8 as we meet today.

9 While this is a modernization hearing, today's
10 discussion is also relevant to all of them. I understand
11 the Assistant Secretary of the Army for Acquisition
12 Logistics, and Technology, Brent Ingraham, is in Europe
13 finalizing some agreements with foreign partners. And
14 that's a reminder that our allies and our partners matter.
15 Mr. Tolleson, we appreciate you testifying in his absence.
16 And, General Brown, thank you for being here.

17 Now, last October, Army Transformation and Training
18 Commander, or T2COM, was established to integrate force
19 generation, force development, and force design under a
20 single command to better posture the Army to, "ensure
21 readiness and the speed of relevance." General Dave Hodne
22 was nominated and confirmed as its first commander because
23 he was the right officer to take on the challenge of merging
24 multiple organizations into a unified headquarters. Then in
25 April, Secretary Hegseth removed General Hodney, at the same

1 time, he fired the Army Chief of Staff, General Randy
2 George, both for no demonstrated reason. So, I want to
3 acknowledge the work and professionalism of the T2COM
4 leaders despite the complete and unnecessary disruption.

5 General Brown, your experience in Army's -- in the Army
6 Futures Command and Army Combat Capabilities Development
7 Command positioned you well to continue the challenging task
8 of establishing T2COM. So, thank you for being here today,
9 and I look forward to hearing an update on how T2COM is
10 enhancing the Army's ability to modernize.

11 The Army is in the middle of a major modernization
12 cycle, and what I want to understand is how the Army plans
13 to manage all of these modernization programs to get
14 capabilities into the hands of the soldiers more quickly,
15 because, as I think we all recognize, speed matters. Our
16 adversaries, they move quickly. Technology is changing
17 rapidly. And the Army has to be able to identify, develop,
18 test, and then field new capabilities at a pace that keeps
19 up with the threats that we face.

20 In particular, I'm interested in hearing how the Army's
21 six capability portfolios under the portfolio acquisition
22 executives are contributing to the accelerated delivery of
23 warfighting technology. The Army's budget prioritizes major
24 ground combat formations with significant investment in
25 next-generation tanks and ground combat vehicles. Ground

1 forces remain the military component capable of seizing and
2 holding terrain. But that's not guaranteed. The
3 battlefield is changing, and I want a better understand how
4 the Army is modernizing its concept of operations in an era
5 of ubiquitous drone technology.

6 The Army is also looking at fires more holistically,
7 offensive and defensive, and recognizing the criticality of
8 layered systems. Operations in Ukraine and Iran validate
9 both the importance of the exquisite systems, but also the
10 importance of the complementary lower cost munitions. And
11 I'm interested in how the Army is going to build a layered
12 kinetic and non-kinetic capability that protects, maneuver
13 forces, and contributes to the joint fight.

14 The Army is also making significant investments in
15 critical enablers, including Next-Generation Command and
16 Control, next-generation aviation, and logistics
17 capabilities, for contested and also maritime environments.
18 As the Army increasingly experiments on the edge to field
19 these new technologies, I look forward to learning how it is
20 ensuring rigorous test and evaluation standards, and at the
21 same time, modernization of enduring capabilities that will
22 remain in formations for years to come must be part of the
23 Army's strategy. And I hope our witnesses will provide an
24 update on Secretary Driscoll's right to integrate
25 initiative, focused on accelerating data sharing on the

1 battlefield.

2 Our witnesses face the challenge of balancing support
3 for ongoing operations, sustaining readiness, and
4 modernization, while preserving the technological edge
5 critical to our military success, and I look forward to the
6 discussion. Thank you, Mr. Chairman.

7 Senator Cramer: Thank you, Senator Kelly. Again,
8 thanks to both of you for being here. Mr. Tolleson, it's my
9 understanding you have an opening statement. This would be
10 a good time to share. Then let me just also thank you for
11 stepping in the gap like this. Appreciate that. You're
12 recognized.

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1 STATEMENT OF MR. JESSE D. TOLLESON, JR., PRINCIPAL
2 DEPUTY ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION,
3 LOGISTICS & TECHNOLOGY

4 Mr. Tolleson: Chairman Cramer, Ranking Member Kelly,
5 and distinguished members of the subcommittee, good
6 afternoon, and thank you for allowing me to sit in for my
7 boss today.

8 I appreciate the opportunity to discuss the Army's
9 Fiscal Year 2027 modernization request and our ongoing
10 acquisition reform efforts. I'm pleased to appear with
11 Lieutenant General Brown, the Acting Commanding General of
12 Transformation and Training Command. He and his team have
13 been essential partners in aligning requirements,
14 experimentation, acquisition, training, and sustainment. I
15 ask that our written statements today be entered into the
16 record.

17 Senator Cramer: No objection.

18 Mr. Tolleson: The Army's request is designed to turn
19 continuous transformation into battlefield advantage.
20 Recent conflicts have reinforced the technology cycles are
21 accelerating, production capacity matters, and the Army must
22 be able to integrate new capabilities faster than our
23 adversaries.

24 First, we are changing how the Army identifies,
25 prioritizes, and delivers capability. The stand up of

1 Transformation and Training Command and the establishment of
2 portfolio acquisition executives are central to that effort.
3 T2COM connects transformation, experimentation,
4 requirements, and training, while PAEs are designed to
5 provide portfolio-level accountability and the decision
6 space to make informed trades across cost, schedule,
7 performance, and risk. Together, T2COM and ASOLT are
8 integrating requirements, resources, acquisition, test,
9 sustainment, and training earlier and more deliberately.

10 Consistent with the National Defense Authorization Act
11 for Fiscal Year 2026, we are making the necessary changes to
12 ensure full compliance with congressional direction and
13 public law. First and foremost, all portfolio acquisition
14 executives will be acquisition professionals who report
15 directly to the Army acquisition executive, providing clear
16 accountability and unity of effort across their portfolios.
17 We are also applying lessons learned from the PAE
18 Pathfinders as we implement the broader Department's
19 acquisition transformation strategy.

20 Second, the Army is acting to expand and accelerate
21 critical munitions production. Recent operational demands
22 clearly demonstrate the need for resilient production
23 capacity and affordable, scalable, competitive options. Our
24 approach includes expanding the supplier base, addressing
25 long lead materials, modernizing production capacity through

1 long-term, multi-year procurements, and fielding lower cost
2 munitions. We are also using commercial solutions openings,
3 public private partnerships, and enhanced use leases to
4 strengthen the organic industrial base, onshore critical
5 supply chains, and accelerate advanced manufacturing. Our
6 objective is an industrial base that can sustain current
7 demand and surge when required.

8 Third, the request prioritizes the capabilities
9 soldiers need to fight and win and are fully resourced in
10 this request. Those capabilities include Next Generation
11 Command and Control, or NGC2, offensive and defensive fires,
12 including long range precision fires and counter small-UAS
13 systems, the MV-75, multi-mission aircraft, and advanced
14 crown combat vehicle platforms such as the XM-30 and the
15 M1E3.

16 These are not standalone platforms, but are being
17 managed as a part of a portfolio. They must operate as an
18 integrated network, and be continuously upgraded as threats
19 and technology evolve. We will use commercial solutions
20 where they meet the requirement, while also retaining
21 purpose-built capabilities where decisive overmatch demands
22 them. We appreciate Congress's partnership in all of these
23 endeavors and look forward to continued collaboration in the
24 future.

25 Finally, acquisition reform must give the Army the

1 right to integrate and the right to repair our equipment.
2 We are expanding the use of commercial technology, modular
3 open systems, shorter development cycles, and using more
4 flexible contracting approaches. We also need appropriate
5 access to interfaces, tech data, software, and tools
6 necessary to integrate, update, repair, and sustain our
7 systems.

8 Operation Jailbreak is bringing technical experts,
9 operational units, acquisition professionals, and industry
10 together to break down barriers between systems and help
11 accelerate integration. This approach fully respects
12 legitimate intellectual property, while ensuring the Army
13 can adapt capabilities at the pace of conflict.

14 We are also taking concrete steps to guarantee the Army
15 has the right to repair and maintain its own equipment to
16 ensure operational readiness. While we are doing everything
17 we can on our own to secure our right to repair, we are also
18 fully committed to working with Congress to make sure that
19 there are no gaps in our statutory authorities, and that we
20 have all the tools needed to fully protect readiness.

21 The Army appreciates the subcommittee's partnership and
22 continued support for our soldiers, civilians, and families.
23 Thank you again for the opportunity to appear before you
24 today, and I look forward to your questions.

25 [The prepared statement of Mr. Tolleson follows:]

1 Senator Cramer: Thank you, Mr. Tolleson.

2 General Brown, you're recognized. Again, thank you for
3 the time in my conference room. It was enlightening, and I
4 look forward to your testimony.

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1 STATEMENT OF LIEUTENANT GENERAL EDMOND M. BROWN, USA
2 ACTING COMMANDING GENERAL UNITED STATES ARMY TRANSFORMATION
3 AND TRAINING COMMAND

4 General Brown: Thank you very much, Chairman Cramer,
5 Ranking Member Kelly, distinguished members of the
6 subcommittee, good afternoon. I'm honored to be here with
7 Mr. Tolleson, and have appreciated the close relationship
8 with Honorable Ingraham and the ASOLT team. Thank you for
9 the opportunity to testify about the Army's Fiscal Year 2027
10 budget request, and how it supports the Army's comprehensive
11 approach to transformation.

12 The United States Army Transformation and Training
13 Command is 8 months old. It enables the U.S. Army to defeat
14 all adversaries and adapt to the ever-changing character of
15 war. There is the Army that fights, and we are the
16 headquarters that builds the Army that fights. We are the
17 assembly line. And for the first time, a single command
18 owns that whole assembly line.

19 To that end, the T2COM headquarters is a flat,
20 transparent, and truly 21st century organization. We're
21 built on deliverables and data sets. Our subordinates are
22 rewarded for integrating directly with each other and
23 applying rigor to complex problems. Our number one
24 deliverable is to get better equipment to soldiers and
25 combat formations faster. We do that with a minimum viable

1 bureaucracy that enables and integrates force generation,
2 force development, and force design across three major
3 subordinate commands.

4 The United States Army Recruiting Command, is
5 responsible for the entire force generation pipeline from
6 first handshake to first unit of assignment. They have
7 already surpassed their Fiscal Year 2026 recruiting goals,
8 and we're leaning forward for Fiscal Year 2027 targets. The
9 United States Army Combined Arms Command, is responsible for
10 developing the force through Army University, Combat
11 Training Centers, and our Centers of Excellence. Combined
12 Arms Command took lessons already from ongoing conflicts in
13 Ukraine and the Middle East, and has immediately included
14 them in our programs of instruction and training scenarios
15 at our combat training centers right now.

16 The United States Army Futures and Concepts Command, is
17 responsible for designing the force, including
18 experimentation, developing requirements, all of our Army
19 labs, and their concepts of employment. In accordance with
20 Title X U.S. Code 1304, which grants responsibility for the
21 development of capability requirements to the Chief of Staff
22 of the Army, the Futures and Concepts Command has eliminated
23 redundancy, and reduced the number of requirements
24 generating-organizations from 46 to 9. In a matter of
25 weeks, we've worked with CENTCOM and JIATF 401 to move

1 cutting edge capabilities capability like counter-UAS tech,
2 the Bullfrog, and then other elements like LUCAS or PrSM, to
3 support Operation Epic Fury, all possible because of an
4 emphasis on moving better equipment faster.

5 As we bring capability forward, T2COM works in close
6 partnership with ASOLT. In short, we are a family. There
7 is no daylight between us. We are also committed to end
8 independent, thorough tests and evaluation integrated with
9 both experimentation and capability development. Thank you
10 again for your support to our soldiers and civilians and to
11 the Army writ large. I look forward to your questions.

12 [The prepared statement of General Brown follows:]

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1 Senator Cramer: Thank you, General. Thank you for
2 that statement.

3 Mr. Tolleson, you brought up Operation Jailbreak, and
4 General Brown, you and I talked a little bit about it
5 earlier today. Maybe you, because you recently had the
6 first hackathon, right? And give me a sense of who all
7 participated in that and maybe what the lessons learned are
8 from that? And we'll start with you, General, then we can
9 move to Mr. Tolleson.

10 General Brown: Yes, sir. So, I appreciate the
11 question. Operation Jailbreak was an opportunity for us to
12 take all of -- I think it was 80 vendors. We came in, 78 of
13 the 80, we were able to jailbreak or get access to their
14 APIs. And what that does is that allows us to integrate at
15 the source. It's basically a modular open systems
16 architecture exercise. And so, we built a systems
17 integration laboratory in the mission training complex there
18 at Fort Carson, Colorado. And what that does now is we have
19 a list of 78 vendors that have been identified as broken so
20 they have access, and companies know they can work with
21 these companies. And what that does is that allows
22 companies to build capability together in teams of teams as
23 opposed to having a monopoly or a bespoke type of
24 technology.

25 Senator Cramer: Mr. Tolleson?

1 Mr. Tolleson: Yes, sir I think what we're really
2 trying to prove out to you is what General Brown was talking
3 about in terms of MOSA. Everybody talks about it. It's
4 just we've kind of yet been able to truly operationalize it.
5 And what drove Operation Jailbreak and this hackathon that
6 we were doing was really what we were seeing in Epic Fury,
7 you know, as far as being able to integrate quickly across
8 our legacy fleet.

9 So, we picked a use case, and it was going to be
10 counter-UAS and IAMD. So, we moved all those systems over
11 to Fort Carson. We had great participation from industry,
12 had all the engineers there. And it was successful in that
13 we were able to actually break this capability, and now we
14 have essentially what is an API marketplace to where those
15 APIs are now going to be available.

16 Now, we're still capturing what the lessons learned
17 are, and that will be what we're going to be calling
18 Jailbreak 1.5, and we'll be able to report that back to you,
19 because what we want to do is operationalize it. And what I
20 mean by that is, now we need to deploy it. And, you know,
21 our first step was to deploy it over to CENTCOM, to make
22 sure that everybody understands how you do a jailbreak, and
23 integrate together, and share that type of IP that that's
24 going to be required.

25 I think the expectation the Secretary has is that we're

1 going to continue for doing these exercises. As resources
2 become available, I think our next step would be to go
3 overseas and do something with our foreign partners. So,
4 more to follow on that, sir, but that's where we landed.

5 Senator Cramer: Great stuff. Just out of curiosity,
6 how did the vendors -- how welcoming were they to the
7 invitation? Obviously, we had a lot of them, but you know,
8 this is a little bit of a culture clash, a paradigm shift.
9 Were they pretty open to it, or what was your sense?

10 Mr. Tolleson: Sir, they were extremely open to it.
11 And I think what helped was that we had top-down leadership,
12 you know, just making calls and telling them how important
13 that this is to the warfighter. Everybody participated,
14 everybody came wanting to solve the problem. You know,
15 there were -- I don't think anybody actually was objecting
16 to what we were trying to do.

17 So, we had great -- we had great cooperation. I think
18 a lot will be in the details as what the next steps are as
19 to how we try to scale that. Because I do think there's
20 probably going to be areas where we're likely going to have
21 to negotiate, I think, with some of those vendors as far as
22 how open and accessible those IPs are going to be, and what
23 we could put on that marketplace. But overall, great
24 support from industry.

25 General Brown: Senator, if I could jump in.

1 Senator Cramer: Please.

2 General Brown: What I thought was very interesting is
3 how many of them thought that it would be really easy? So,
4 they looked at it and said, of course, like, I don't have
5 any -- I don't have anything blocking you from accessing.
6 Until you get into that systems integration laboratory and
7 you start to work through that, and you realize that
8 actually there are attack surfaces that are -- there are
9 firewalls and they can't get through.

10 Senator Cramer: Great. Well, thank you. I've got
11 more questions later, but I'll turn it over to Senator
12 Kelly.

13 Senator Kelly: Thank you, Mr. Chairman.

14 So, armies need munitions. They need troops. In Iran,
15 there were in excess of 10,000 or 12,000 strikes conducted,
16 and then counter strikes that we had to defend against. So,
17 I think it's fair to say we expended the force, the Joint
18 Force expended a significant number of munitions. And a
19 number of munitions that are requested in the next budget
20 are requested through the reconciliation process rather than
21 the regular appropriations process for the Army. So, what
22 is the Army's plan to procure these munitions that we have
23 to replace and rebuild these stockpiles in the event that a
24 reconciliation agreement is not reached?

25 Mr. Tolleson: Senator Kelly, thanks for the question.

1 That's a great question. You'll see that our missile
2 procurement Army budget, about 82 percent of the munitions
3 that are requested are going to be in the reconciliation
4 mandatory bucket. We fully support reconciliation. You
5 know, obviously, we really need that to pass so we can
6 continue to expand our munitions production capacity and
7 build out and restockpile.

8 Senator Kelly: Mr. Tolleson was the thought to put it
9 in there to increase the likelihood that a reconciliation
10 process is successful because these are critical items?

11 Mr. Tolleson: Sir, I personally can't answer that
12 question. That determination was made above my pay grade.

13 Senator Kelly: And what --

14 Mr. Tolleson: -- what I can tell you, though, sir, is
15 that we are looking at options here in case reconciliation
16 does not go through. It is a concern. And I think we owe
17 you more detail on what that plan B would be. I think what
18 we would have to do is it was essentially we would work to
19 get to the rate that we needed to get to that was requested
20 as part of reconciliation, whether that be through
21 renegotiation with the contractor or just reprogramming
22 funding to --

23 Senator Kelly: I think that would be a good idea to
24 have a contingency plan because, you know, we need to
25 restock these munitions. And then, General Brown, how is

1 the Army's efforts in identifying and incorporating some
2 low-cost, long-range munitions that will be complementary to
3 current systems?

4 General Brown: Yes, sir. Thanks for the question.
5 I'm actually pretty excited about where we are with low-cost
6 cruise missile. And then you also talk about low-cost
7 containerized munitions. What we've done is we've
8 maintained the pace that we have with our current contracts
9 and our current capabilities. At the same time, we've done
10 really a sequel to think about what can we bring in? There
11 is a lot of private money in defense right now. There's a
12 lot of capability.

13 What we've really started over the last 2 years is
14 working the use cases, because when companies get ready to
15 spend their internal research and development dollars, we've
16 got to make sure we give them the right use cases and
17 vignettes. Some of these companies are putting, you know,
18 hundreds of millions of dollars into IRAD to be able to get
19 after these capabilities. We're talking depth, magazine
20 depth, that we've got to work on. That's a part of our
21 formations in the future.

22 So, it's not just -- it's not just containerized
23 munitions, but it's low-cost cruise missiles that could
24 complement the programs that we already have, the programs
25 of record. We see this as a must do. This is part of the

1 innovation ecosystem that we have to foster.

2 Senator Kelly: I was in an underground drone
3 manufacturing facility, where some of their drones now have
4 ranges -- this is in Ukraine -- have ranges in excess of 800
5 kilometers. I think now -- that was a year. It was about
6 15 months ago. And I think now they're even in excess of
7 1,000 kilometers, and they're pushing them out. Those
8 things are basically cruise missiles, at this point. I
9 mean, they're much slower, right? They're subsonic. And
10 they -- especially over the last few days, you could see in
11 open source the ability to hit, and effectively hit
12 refineries and do significant damage is increasing. We need
13 to learn from that and incorporate that into our acquisition
14 process to build out, maybe not have them on the shelf right
15 now, but to build the capacity to build them.

16 General Brown: Senator, one thing just to add on that.
17 I think that there's a capability for us to recompile some
18 of the capabilities that we already have planned. An
19 example is PrSM Increment 4. We're doing just that in that
20 space.

21 Senator Cramer: Thank you. We could -- might go down
22 that path a little more in a bit. Senator Blumenthal.

23 Senator Blumenthal: [Off mic.] -- that is so
24 impressive, and I think we should have them on the shelf,
25 not just the capacity. Because they are the probably the

1 most cost-effective recent development in warfare, and very
2 much the future of warfare not only, obviously, aerial
3 drones, but what Ukraine has done with undersea drones in
4 the Black Sea, also enormously important.

5 I want to just pursue the question that Senator Kelly
6 raised about the reconciliation package. This is your job.
7 What is your plan B?

8 Mr. Tolleson: Sir, I think on the munitions space, I
9 think we're still looking at that. So, I think if
10 reconciliation -- I think our position right now is that we
11 are fully supportive of reconciliation passing, and that
12 would be our priority.

13 Senator Blumenthal: I understand that, but viewing the
14 difficulties --

15 Mr. Tolleson: Yes, sir.

16 Senator Blumenthal: -- that attended passage of the
17 last reconciliation pact and some of the public statements
18 made by Republican Senators about the prospects for the next
19 possible reconciliation package, I think it's going to be an
20 uphill battle.

21 Mr. Tolleson: Sir, I fully acknowledge that, and I
22 think we're not -- we are certainly not blind to that fact.
23 So, we are looking at contingencies. I think for us it
24 would be we know -- we have to ramp up the rate especially
25 for things like PAC-3 and the precision strike missile. So,

1 I think for us, it would be going back in, potentially
2 trying to renegotiate with the vendors, or then looking at
3 ways that we could then self-finance what that demand would
4 be. It may not be the full amount that the Munitions
5 Acceleration Council would be requiring, but we would look
6 to at least inject those lines with additional funding that
7 we would have available to us.

8 Senator Blumenthal: One of the takeaways of my most
9 recent trip to Ukraine was the importance of air defense,
10 PAC-3 interceptors. Do we have stockpiles of air defense
11 munitions sufficient to meet the needs of Ukraine given what
12 has been expended in Iran -- in the Iran war?

13 Mr. Tolleson: Sir, I would have to defer to OSW or to
14 OSD on that question. I think as far as the Joint Staff, as
15 far as looking at what our overall inventories are in that
16 capacity, I will tell you that we are taking all the
17 necessary steps to ramp up PAC-3 production. You know, we
18 have a strategic framework that is in place. We certainly
19 appreciate the committee authorizing multi-year procurement
20 authority last year and the -- in the Fiscal Year 2026
21 budget request for a 7-year deal.

22 We're also looking at a low-cost interceptor program to
23 where we're trying to shave off cost out of a PAC-3 like
24 type capability, which we're really excited about. We're
25 going to have an industry day here, I think, June 23, And

1 we've already got about 90 industry partners that are
2 looking to participate.

3 And the way we're going to do that is really compete
4 the components, and essentially, make it more like a prize
5 challenge to where we find the right components that are low
6 cost. And then, we would potentially bring in a third party
7 to manufacture that low-cost interceptor, all of which to
8 supplement our current stockpile of things like PAC-3, PAC-3
9 CRI, the whole family.

10 Senator Blumenthal: So, you're developing new sources,
11 new manufacturers --

12 Mr. Tolleson: Yes, sir.

13 Senator Blumenthal: -- for air defense?

14 Mr. Tolleson: We are.

15 General Brown: Senator, if I could jump in here. We
16 also -- when we do these components, we do this in multiple
17 other types of programs. We're doing -- we're trying to get
18 after commercial supply chains. So, many of our supply
19 chains have been built only for defense. We did that for
20 anti-tamper and other reasons. What we're finding now is we
21 have the ability to use commercial supply chains to be able
22 to get after some of these, and that really reduces the
23 cost, sometimes by over 300 or 400 hundred percent.

24 Senator Blumenthal: Well, I would -- I would just
25 suggest that whether it's Ukraine or Europe, or our own

1 servicemen and women, air defense is going to be a part of
2 the drone technology challenge because we need to be able to
3 defend against the drones and missiles in the way that
4 Ukraine is trying to do. I think there'll be an escalation
5 in Ukraine, as Putin grows more desperate, and I think as a
6 matter of simple humanitarian, not to mention military,
7 consideration, we should really meet that need as quickly as
8 possible.

9 Thank you, Mr. Chairman.

10 Senator Cramer: Excellent. Thank you, Senator
11 Blumenthal. Senator Peters.

12 Senator Peters: Thank you, Mr. Chairman. Gentlemen,
13 thank you for being here today.

14 Secretary Tolleson, Army leadership has spoken to me
15 positively about the Infantry Squad Vehicle Heavy Program
16 and its unique capabilities. As the Army shifts to mobile
17 brigade combat teams, units will need these vehicles that
18 can carry both the power and the equipment required to
19 provide command and control systems on the move. But
20 despite this critical need, the Army is still working to
21 accelerate the ISV-Heavy program. So, my question for you,
22 sir, is how is the Army accelerating the fielding timeline
23 for the ISV-Heavy, and what are the barriers that are
24 standing in the way of accelerating this program? It seems
25 to be a critical program, a tremendous asset, and we need to

1 get it in the field as quickly as possible.

2 Mr. Tolleson: I appreciate the question, Senator
3 Peters. The ISV-Heavy is certainly a top priority for us.
4 We are looking to accelerate, and I do believe we are. I
5 think one of the things that's allowing us to accelerate is
6 the fact that we have established PAEs and we have
7 portfolios now where we're working closely with our
8 requirements community, and that's allowing us actually to
9 move out quickly with the competition that we're going to
10 hold for the ISV-Heavy. I believe it's going to be in
11 fourth quarter of this year, actually, is when we're going
12 to start to release the RFP. I'll get you the details on
13 the full schedule.

14 But we're very excited about that program. We think
15 there's going to be some really good competition in that
16 space. We have an authorized objective of about just north
17 of 600 vehicles right now. And really what the ISV-Heavy is
18 going to be designed to do is kind of fits that kind of
19 niche requirement there between an ISV and then, say, a
20 JLTV, and it's really going to be focused on the power
21 generation part of that. One of the things that we do have
22 a critical capability gap on right now is power generation
23 at that mobile --

24 Senator Peters: Yeah.

25 Mr. Tolleson: -- brigade combat team level. I would

1 tell you, though, right now, sir, I don't think there's any
2 barriers that are in place right now for us to move very
3 quickly here.

4 Senator Peters: General?

5 General Brown: Yes, sir. Just the requirements, the
6 requirements are there. So, the requirements, you know, the
7 thing that's great about the ISV is the ISV itself was the
8 threshold. When we talk about threshold and objective
9 values with requirements, the ISV-Heavy met another
10 objective and went into another place that where, you know,
11 the folks brought us this and said, hey, you didn't ask for
12 this, but you know, you could have this. And so, what it
13 did was it caused us to be able to go back and look at our
14 requirements and make sure that we find a place for that.
15 The capability that Jesse's talking about, it really helps
16 us in terms of the power situation.

17 And the other part, Senator Blumenthal's question about
18 air defense, we have now -- when we built the PAEs for
19 Pathfinder, we built a PAE for protection, and mobility is a
20 form of protection.

21 Senator Peters: Absolutely.

22 General Brown: And so, it allows us to be more way
23 more survivable.

24 Senator Peters: Right. Well, that's good to hear.

25 Secretary, the Army has accelerated the development

1 timeline for the M1E3 Abrams tank, as I'm sure you're aware,
2 aiming to field a variant within, I understand, 24 to 30
3 months instead of the 2030 that was originally planned.
4 General George has also reportedly indicated that the Army
5 intends to field four M1E3 Abrams prototypes in 2026 for
6 testing with the 1st Cavalry Division receiving those
7 prototypes, I believe, this fall.

8 So, my question for you, what is the status of the M1E3
9 acceleration effort? And does the Army have additional
10 updates on the current delivery of the prototypes and
11 whether they'll still be delivered this fall as was
12 previously indicated? Are you still on that timeline?

13 Mr. Tolleson: Senator, we are still on that timeline.
14 We're very excited about this program. Everything is moving
15 forward. We have the funding behind it. So, right now,
16 we're -- it's just a matter of getting the vehicles
17 delivered and then just fielded to that division, and so we
18 can start capturing feedback and then moving forward with a
19 very aggressive schedule for the M1E3.

20 Senator Peters: Right. General?

21 General Brown: And Senator, the only thing I would
22 mention is that the thing that's great about the M1E3 is
23 this -- we're not just bolting on another piece of kit to
24 the next generation. We went through -- the M1E3 represents
25 a reset. It's lighter. It's more mobile. It has a vehicle

1 protection system built in. It's more protected, and it's a
2 lot more lethal, and we can use it as a base kit because
3 it'll have drive-by-wire technology in it so I could put --
4 I could make it autonomous or somehow autonomous.

5 Senator Peters: Right. Great. Certainly, as you
6 know, too, Fiscal Year 2027 budget requests includes \$547
7 million for the XM-30, the replacement for the Bradley
8 infantry vehicle. This funding allows for the production of
9 nineteen of these of XM-30s, indicating a transition from
10 prototyping to now operational fielding. So, given its
11 critically importance, how are you ensuring that the XM-30
12 program stays on track in terms of engineering development
13 and planned fielding timelines and cost growth?

14 Mr. Tolleson: Senator, I think right now the XM-30 is
15 on schedule. It is meeting costs. I think it's the way
16 we've run this program from the start. This is before I got
17 to my position, but we probably have more information about
18 the XM-30 than we ever have, just based on the digital
19 designs that each of the final two, each of the final two
20 OEMs were able to provide. We feel confident that we'll
21 stay on schedule. I think the biggest question for us is,
22 just going forward, making sure that we sufficiently
23 resource the effort.

24 Senator Peters: Okay, very good. General?

25 General Brown: Sure, I've been a part of it for 5

1 years. I'm pretty excited about it. And the thing that's
2 great is both the XM-30 and the M1E3 represent that reset to
3 be able to build. They'll be the base piece of our close
4 combat formations on the Heavy side.

5 Senator Peters: Great. Thank you. Thank you, Mr.
6 Chairman.

7 Senator Cramer: Yeah, thank you, Senator. A couple of
8 things that have come up that I kind of want to reconcile.
9 I think we talked a little bit about this, General, in my
10 office, but you both referred to the acquisition,
11 contracting, sending demand signals that attracts capital,
12 five year, for example, or multi-year contracts, but also,
13 the need for speed in terms of transformation itself, the
14 innovating itself. How do you see reconciling, you know,
15 long-term contract on the one hand, and on the other hand,
16 making sure that what's being produced is relevant for the
17 moment. Maybe start with you, General, and then go to Mr.
18 Tolleson.

19 General Brown: Yes, sir. I think as we partner with -
20 - because we -- not only does T2COM do the requirements
21 side, but we also manage all the science and technology.
22 And so, as we discover opportunities and we discover tech
23 technology, we're constantly in connection. And I don't
24 think that that's always probably been our strong suit. It
25 may be something that we kind of protected. Most of our

1 labs now are a lot less about building the watch themselves
2 as about reporting out on the watches that are, you know, at
3 the jewelry store.

4 And I think what we see now is there's capability in so
5 many different places, but we have to make sure that we let
6 ASOLT know, and we're talking that all the time. Not only
7 do we have to maintain programs of record, but we have to be
8 able to recompute whenever new technology matures, and then
9 we have to build formations that can accept that technology.

10 Senator Cramer: Mr. Tolleson?

11 Mr. Tolleson: You know, I would just echo those
12 comments, sir. I think a part of this is just by the way
13 that we've structured the PAEs, you know, and that we have a
14 situation where the acquisition core, the material
15 developer, is really nested with the requirements developer.
16 And then we have the enablers that are sucked in underneath.
17 So, what we've been able to do is we also established sort
18 of a standalone organization called the Pathway to
19 Innovative Technology, and that's where we're trying to
20 operationalize the acquisition piece of this, to where we're
21 for deploying people.

22 That's acquisition at the tactical edge, you know,
23 where we're tied in, not only to say VC companies that are
24 coming up with emerging disruptive tech, but also getting
25 close to each one of those divisions who have their own

1 innovation labs. And then having that connectivity going
2 back to the actual PAEs, to where there could be a
3 transition plan that could happen quickly.

4 And getting back to my earlier comment about having us
5 nested so closely together within the PAEs, that really
6 allows us to look at the capability from a holistic
7 standpoint. So, we're looking at it from a DOTMLPF position
8 instead of just one innovative disruptive technology. How
9 does it fit into the formation? How does it fight? What do
10 soldiers really need? What's the problem that we're trying
11 to solve? So, we're doing that all up front.

12 And then with the PAEs being empowered, we can do
13 capability trade councils where we go in, and we really look
14 at that requirement, and we figure out exactly, does this
15 meet the problem, or do we need to revise the requirement
16 just within the boundaries that have been set? So, I think
17 the structure that was mandated by the NDAA has really set
18 the conditions well for us to move forward to make sure that
19 whatever innovative capability that we start focusing, on,
20 it will stay relevant.

21 General Brown: Hey, sir, if I could just add --

22 Senator Cramer: Please.

23 General Brown: -- one other thing to tie in what Jesse
24 said. Senator Kelly asked about low-cost munitions and
25 things like that. Just recently, in the last 60 days, we've

1 identified that there's an opportunity with discovery, and
2 we made a requirements change in a week.

3 Senator Cramer: Wow.

4 General Brown: That's -- you know, those are usually
5 things that are 9 months. Get on -- you know, we have
6 counselor, and colonels, general officer steering committee.
7 We made a requirements change in a week, and that's because
8 we're all wearing the same patch.

9 Senator Cramer: Excellent. One of you referenced
10 earlier, maybe it was you, General, I can't remember, but
11 one of you talked about international partners. And you
12 sort of glanced over it as sort of the next phase, perhaps,
13 or a next opportunity. Could you elaborate a little bit on
14 that? I mean, I have some pretty strong feelings myself
15 about the lost opportunities of the synergies of more allied
16 partners in the mix early. But I'd just be interested in
17 your take on that. Maybe start with you, Secretary.

18 Mr. Tolleson: Sure, I would say that we're laser
19 focused on FMS and bringing in more security cooperation and
20 co-production code development, interoperability, especially
21 with our NATO partners and with our Indo-Pacific partners.
22 So, what we're also trying to do, we're running a pretty
23 significant FMS reform effort that's ongoing right now, in
24 terms of trying to fast track things. We do have a pilot
25 that's in place where we're going to create a counter-UAS

1 marketplace, where we will have foreign partners as part of
2 that marketplace.

3 So, one of the things that we've been talking about for
4 the next jailbreak would be to do something that would be
5 where with our partners OCONUS, and we're still working out
6 the development on that. I would say nothing is definitized
7 yet, but we do acknowledge that we've got to bring in the
8 partners here because interoperability in any conflict that
9 we get into is going to be a joint fight.

10 Senator Cramer: General, did you want to add to that?
11 Well, there's only two of us here, or?

12 General Brown: Yes, sir. Just real quickly, we
13 mentioned earlier today, when we do requirements, we think
14 about a few things. Number one, we think about what are the
15 formations. Not just what are the platforms, but what are
16 the formations that are going to fight? And then what are
17 those formations for? And then where are they going to
18 fight, and who are they going to fight with? And when we do
19 that, then we actually get what the real requirement is.

20 Senator Cramer: Appreciate that. Senator Kelly.

21 Senator Kelly: Mr. Tolleson, would you regard the
22 Ukrainians as one of those partners?

23 Mr. Tolleson: Sir, I would say yes.

24 Senator Kelly: So, do you think it would be helpful
25 for them in their conflict with Russia to be able to do some

1 of the co-production. You talked about specifically the
2 PAC-3 round for the Patriot.

3 Mr. Tolleson: Sir, I think we'd have to work out the
4 details and understand how that would actually work and
5 function, and we can get them out of country just depending
6 on what that conflict would be. But I think from our
7 foxhole inside the Army, I think we would be open to
8 discussing that.

9 Senator Kelly: And is your sense that they would have
10 -- they seem to be capable to do very technical things. Do
11 you think that they would have the capacity to do that at
12 this point?

13 Mr. Tolleson: Sir, I would have to defer to my SAG-U
14 team that's overseas right now there to get more of an
15 assessment as to whether or not they could actually have the
16 capability to produce, say, an exquisite air defense
17 munition like Patriot or like PAC-3. However, seeing how
18 they've been able to adapt and bring out things like UAS and
19 launch defects, I would imagine that they could do it.

20 Senator Kelly: Okay. I think that would be a good
21 thing to look into. And then General Brown, you mentioned
22 the vehicle protection system that's built into the M1E3.
23 So, without going into too much detail, my understanding is
24 that this is an integrated counter-UAS capability, as at
25 least part of it, and it's not based on any broad-based

1 counter-UAS architecture outside, like, it's organic to the
2 tank. And then if you could clarify that. And then the
3 other question is, is there a similar system within the XM-
4 30?

5 General Brown: Yes, sir. There is a similar system.
6 So, the capability as a vehicle -- there's a base kit, but
7 then you can put different capabilities inside. It's not
8 just for counter-UAS. You know, it still is protecting
9 against other direct fire. So, it should be -- it could be
10 a UAS, it could be, you know, some other type of ammunition.
11 So, what we're looking at is things like obscuration. We're
12 looking at just simple things and how it could knock down a
13 -- something that's coming at it, how it could shoot maybe -
14 - an automatic machine gun that shoots just like the phalanx
15 gun on a ship that we used for our C-RAM. It's the same
16 principle, but what it does is we've got to have that brain
17 on the inside that says don't shoot all of your capabilities
18 at the first thing that comes. You have to be discretionary
19 and make sure that you're using the right tool for the right
20 job.

21 Senator Kelly: Is it the same system for.

22 General Brown: It's similar. Yes, sir, because of the
23 -- because of where the crew is and where the soldiers are.
24 Obviously, XM-30 is going to be carrying soldiers to be able
25 to dismount, whereas the M1E3 wouldn't have that many. So,

1 that's really the difference. It'll be a little bit more on
2 the XM-30, but it'll have a different lean on the M1E3.

3 Senator Kelly: Okay. And then, also for you, General,
4 how is the Army incorporating autonomous ground vehicles
5 into these efforts? The Ukrainians had some success in
6 especially medevac autonomous ground vehicles. They also
7 had some that had, I don't know, a 30 or 50 caliber machine
8 gun on it that they were able to capture some enemy troops.
9 Are we looking at those systems as well, or are we -- I
10 think we talked a little bit the other day about the M1E3.
11 Maybe you alluded to or maybe it wasn't the M1E3, but just
12 some autonomous ground systems, if you can comment there.

13 General Brown: Yes, sir. Last fall, we did an XTEC
14 event where we actually brought out -- we went through and
15 did 600 -- we had 600 industry partners that put in. We
16 picked 40. And then we did a competition. We got down to
17 20. And those 20 are out with 1st Brigade, 1st Cav at Fort
18 Hood right now going through and actually using their
19 autonomous systems inside that brigade. So, we're learning
20 from that. With the Pathway for Innovative Technology,
21 we've begun to start transitioning some of those
22 capabilities. We can give you a full rundown on that.

23 Senator Kelly: And what are the autonomous ground
24 systems? What are the missions for those?

25 General Brown: Yes, sir. So, breaching, you know, we

1 always start off with what are the things that we don't want
2 soldiers to be doing? We want -- we don't want to trade
3 blood for first contact. So, breaching, you know,
4 minefields, if we're talking about doing reconnaissance,
5 doing security in some cases, doing obscuration, doing
6 chemical biological testing. These are the types of things
7 we want our autonomous systems to be able to do. As well as
8 we want to thicken the formations that we have. So, it's
9 not -- it's not about replacing one for one. It's just like
10 CCA and some of the other services. We want to actually
11 thicken those formations so that we have autonomous and
12 semi-autonomous systems in the formations, and we actually
13 learned this working with the Ukrainians. That's where we
14 got the start.

15 Senator Kelly: And did you have clearing a minefield
16 in there as well?

17 General Brown: Yes, sir, breaching.

18 Senator Kelly: All right. Thank you.

19 Senator Cramer: I hesitate to go longer because we are
20 in -- we have been called to vote, but I do want to just --
21 maybe one more line of questioning, for me at least. With
22 regard to the actual production, the bottleneck challenge, I
23 mean, the industrial base challenge, besides the demand
24 signals and the process, the PAEs, what's the -- what's your
25 biggest concern about the bottleneck of production?

1 And part of what sparks this question for me is just,
2 in fact, not long before I came down here, I saw the story,
3 saw a couple of people on one of the business channels and I
4 remember -- it's pretty much all I watch is business
5 channels -- but talking about this new partnership between
6 Lockheed Martin and General Motors in defense and sort of
7 taking the best of both and combining it into this new
8 partnership. What do you see as the potential bottleneck
9 challenges going forward with the capability of producing,
10 particularly munitions?

11 Mr. Tolleson: Yeah, I would say it's really the supply
12 chain, but you got to look at it almost like -- from like
13 the ground up, I mean, truly from the dirt up. So, the
14 thick of it is, I think for us, it's the precursor materials
15 that would go into advanced energetics. You know, it's
16 making sure that we have got the onshore capability for some
17 of those precursor materials, and then moving up into kind
18 of more of the larger end item components, things like solid
19 rocket motors, things like seekers, all of that.

20 I think we're we are taking a whole-of-department
21 approach to try to build that out and then qualify and then
22 expand that. So, some of it's the qualification process,
23 identifying who those second sources should be. It's
24 working with the OEMs to go out and qualify those additional
25 sources. It is looking at can we bring in, you know, newer,

1 advanced manufacturing technology? And not even really
2 advanced manufacturing technology, just more modern
3 manufacturing technology, right?

4 As far as looking at how do you manufacture this
5 particular all up round? Is there a better way of doing it?
6 And that's where you look at guys like GM, or Ford, or, you
7 know -- or say SpaceX, you know, or guys like Hadrian, you
8 know, that really know how to build things and capture some
9 of those techniques and make making sure that our OEMs that
10 are the producers of these all up rounds, that they are
11 actually maximizing that. And they're putting in the right
12 capital investment to build out that type of capability.
13 But I would say, you know, it's energy, it's the precursor
14 materials, it's energetics, and then it's some of the major
15 end item components, seekers, for one.

16 Senator Cramer: Well, and let me then just go step
17 further, going back to the discussion about international
18 partners and those synergies. And you mentioned -- you said
19 on shoring, but is there a friend-shoring opportunity that
20 we might be missing that we could be more engaged with?

21 Mr. Tolleson: I think we're looking at that closely,
22 sir. I don't think that's off the table at all. I think
23 friend-shoring is something that we are looking at, just
24 from a global demand perspective and looking at MOUs, and
25 just for example, for things like the GMLRS program and then

1 PrSM, we've teamed with Australia. So, we're really looking
2 at that hard.

3 Senator Cramer: General?

4 General Brown: Can I just add, I think it's important
5 too to incentivize economically, not just industry, but to
6 incentivize us as service. You know, when we program, we
7 don't program for a second qualification process.

8 Senator Cramer: Sure.

9 General Brown: So, if we decide that we want to be
10 able to do that because we see an opportunity, that's an
11 unfunded requirement. And so, having the incentive, hey, if
12 you find a qualification opportunity for propellant or for
13 something else, if there could be access for funds for us to
14 be able to use that, that gets us in into the 21st century
15 when it comes to manufacturing?

16 Senator Cramer: Well, we're really good at perverse
17 incentives. So, thank you for that. That's a great
18 suggestion. Senator Kelly, do you have more you want?

19 Senator Kelly: Yeah. I just want to submit for the
20 record a question on Next-Generation Command and Control
21 because I know we have the vote. And also, PAE structure
22 rollout to get some information on how that uh how that's
23 been going. So, we'll leave them here, and maybe you can
24 get back to us.

25 [The information referred to follows:]

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1 Senator Cramer: All right. With that, thank you,
2 gentlemen, for your testimony, for your service, for the
3 extra time, and we look forward to continuing the
4 discussion. We're adjourned.

5 [Whereupon, at 5:14 p.m., the hearing was adjourned.]

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