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BEFORE THE

TACTICAL AIR AND LAND FORCES SUBCOMMITTEE

ARMED SERVICES COMMITTEE

UNITED STATES HOUSE OF REPRESENTATIVES

**ON THE ARMY MODULAR FORCE, CURRENT FORCE PROTECTION PROGRAM
INITIATIVES, AND OTHER MAJOR GROUND COMPONENT ACQUISITION
PROGRAMS**

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Chairman Weldon, Ranking Member Abercrombie, and distinguished members of the Committee, thank you for the opportunity to appear before you today. We are working together to enable the Services to fight the Global War on Terror (GWOT), while transforming our forces to defeat future enemies of the United States. Nothing we do is more urgent or pressing than ensuring our Soldiers, Marines, Sailors, Airmen, and civilians have the best leaders, organizations and equipment we can provide them today, and tomorrow.

Our task would be impossible without the tremendous support the Army receives from you, the Committee Members, and your staff. Thank you on behalf of our outstanding Soldiers, civilian employees, and family members, who are serving our country around the world. Over the past year, you have helped us make tremendous strides in implementing transformational strategies and enhancing the protection afforded our troops in the field. Your support, along with that of the Department of Defense, is helping the Army undergo its most profound transformation in the last half century. This will enable us to defeat today's dangerous, adaptive enemies even as we prepare to meet future threats.

The Army embarked on a comprehensive transformation process in 1999 that was based on three fundamental components. These components are: preserving and improving Army current readiness through selected recapitalization and limited modernization to provide capable land forces to our Combatant Commanders, filling an immediate capability gap by fielding a more responsive and rapidly deployable force based on existing armored and tactical wheeled vehicles in a revised organizational structure (Stryker Brigades), and developing a significantly enhanced future force that incorporates emerging technologies (Future Combat Systems or FCS). All of these components were to be implemented within the overall context of a balanced modernization strategy that carefully weighed and reassessed the risks and demands of current and future readiness.

The attacks of September 11, 2001, and the Afghanistan and Iraqi campaigns, accelerated the Army's transformation efforts, which had been proceeding in earnest since 1999. As an Army at war, we are committed to seamlessly integrating our transformation to the Army Modular Force with the fielding of the Future Combat

Systems. We will accomplish this through a careful balance of spiraling future capabilities to the current force and recapitalizing selected current systems in order to maintain warfighting readiness. The Army is well positioned to implement these plans and accomplish its transformation goals. Continued support from Congress and DoD will be critical to our future success.

Today, our nation and our Army are at war in an enduring struggle that involves more than 300,000 Soldiers deployed or forward stationed in over 120 countries. There are over 650,000 Soldiers in the active force today. The operational requirements in Iraq have particularly underscored the need to meet demanding and sustained commitments over time. In 2003 the Army initiated an internal examination of its transformation plans in light of these new requirements and dramatically adapted its transformation efforts to accommodate the new operational environment, while still preserving development of improved future capabilities.

These adjustments included establishing aggressive equipping initiatives to provide equipment to forces deployed in Iraq and Afghanistan. These initiatives accelerated the fielding of promising technologies—such as improved body armor, Add-on-Armor kits for wheeled vehicles, and aviation survivability equipment. We deployed Active and Reserve component units at the same standard, with the same level of equipment protection. The Army commenced a critical process of setting and resetting the force to ensure readiness for forces to be deployed and to restore readiness for those units returning from operational deployments. Reset encompasses reconstitution and recapitalization of our forces. It has become an essential process that supports both readiness and transformation into an improved force.

Another result of the Army's internal assessment was the beginning of the largest internal restructuring since World War II—the conversion to a Modular Force. The Modular Force conversion will yield from ten to fifteen additional brigade combat teams (BCTs) for the Army by 2007 and greatly enhance the full-spectrum capability of the force to meet the demands of sustained unit rotations in Iraq and Afghanistan. This conversion to modular, versatile units extends to the creation of joint-interoperable headquarters and support units that are fully compatible with the original goals of the Army's transformation to future forces. Due to its scope and the comprehensive nature

of reorganization across the entire Army, modular conversion has become the decisive effort for transformation. The Army is well under way with its transformation to a Modular Force and has partially completed transformation of its first Unit of Employment (the 3rd Infantry Division) and deployed that formation to Iraq where it serves today.

To maximize operational effectiveness, we are reorganizing to a Modular Force based on common organizational designs. These designs achieve three primary goals. First, the Army Modular Force will increase the number of available combat brigades to meet operational commitments, while maintaining combat effectiveness that is equal to or better than that of current divisional brigade combat teams. Second, it will create combat and support formations with standardized designs that can be tailored to meet the varied demands of the Regional Combatant Commanders; this will reduce joint planning and execution complexities. Third, the redesigned modular organizations will perform as integral parts of the joint force. Together, these changes will make Army forces more effective across the range of military operations and enhance their ability to contribute to joint, interagency, and multinational efforts.

The Army is committed to fielding the Modular Force at the specified endstrength level, and within the timeframe specified by the Army Campaign Plan. In October 2004, the Army was authorized by the National Defense Authorization Act to raise Active Component end strength by 20,000 Soldiers and, between 2005 and 2009, increase by an additional 10,000 Soldiers. This increase is intended to provide the personnel strength needed to implement our modular conversion and rebalancing initiatives. The increase in end strength also expands the potential options for operational tour lengths, which we are fully evaluating in the larger context of the Army's ability to generate the combat and sustainment forces needed to support operations in multiple theaters of war.

Still, the long term costs to sustain and operate the Army Modular Force are not fully known. Many known and unknown factors will affect long term costs. An example of a known factor that will influence long terms costs for the Army Modular Force is the number of BCTs required to support the National Military Strategy. The number of BCTs will drive the endstrength requirement that determines manning, training, sustaining, equipping, and installation costs. Current operations in Afghanistan and

Iraq, and future operations worldwide in support the Global War on Terror, will continue to influence the long term costs of the Army Modular Force.

Equipment represents a particular area of cost variance. Some examples in the area of equipment include: an increased number of crew served weapons for convoy and offensive operations, especially within combat support and combat service support units; radars to detect indirect fires that have been embedded at the brigade combat team level; improvements in small arms weapons such as the M4 and better night vision devices and thermal weapon sights; tactical satellite radios to support information gathering at distances beyond line of sight. All these represent variables in estimating the cost of modular conversion.

The contemporary operating environment is causing us to build a full spectrum force that is joint and expeditionary, which requires equipment changes in order to create a network-enabled force—a defining capability of the future force. The network is one of the key areas of focus for the FCS, and is critical to help units fight more effectively by engaging targets quickly and accurately, and protecting themselves. Achieving the network-centric force requires materiel investments in the Joint Network Nodes resident in the brigade combat teams and support brigades. Joint Network Nodes, coupled with other capabilities at the Brigade level will give our formations a more complete common operating picture with other units. Because modular units operate on a semi-autonomous basis and over extended distances, tactical radios have become a major investment. Significant investments have also been made in Blue Force Trackers which is providing commanders with a more accurate battlefield picture of the friendly forces. This network-centric shift also includes increased reconnaissance and surveillance systems, with their particular support requirements. The network-centric force will also be able to transmit logistics requirements immediately back to strategic level support providers.

Infantry formations prior to modularity lacked certain enhancements in the areas of mobility, additional fires, and additional optics. Because of lessons we have learned in Iraq and Afghanistan we have confirmed that the changes to our organizations and equipment are headed in the right direction. As part of the conversion to the Modular Force, we are beginning to put units into the type of configuration that they will use

when the FCS is fielded. In fact, the Modular Force maneuver BCT was developed from FCS equipped future force designs and will allow rapid integration of future technologies and combat vehicles when they are fielded.

The Future Combat Systems consist of 18 systems, plus the continued expansion of the network and capabilities to the Soldier—all designed to function as a single, integrated system. The FCS represents the Army's primary initiative to reduce or eliminate vulnerabilities in the future force. As such, the FCS program is the Army's primary materiel program for achieving future force capabilities. It will integrate existing systems, systems already under development, and systems to be developed. Fielding the FCS is essential to providing the kind of lethal, agile forces that we envision will be required for full spectrum operations in the future. This force will be able to leverage joint logistics, joint fires, and joint intelligence. The FCS will connect units through enhancements to the current and evolving network architecture that leverage interservice capabilities and provides greater situational awareness. This in turn, leads to more highly synchronized joint operations.

The Army's Program Manager, Unit of Action, ensures continuous integration between Project Managers and Program Executive Officers, and the user community to make sure that the complementary systems meet cost, schedule, and performance requirements.

The Army identified and announced FCS Program adjustments in July 2004 that strengthened our ability to execute the FCS Program and improved the current force through early delivery, or spiral insertion, of selected FCS capabilities. These adjustments gave us greater commitment to the Army's focus on FCS-equipped unit development.

The FCS program continues DoD program reviews with a Milestone B update in May 2005 and a system functional review in August 2005. The Milestone B update determines whether to build prototypes and test them. The FCS Milestone C decision (to begin initial production) is in 2012. This leads to an initial operational capability (IOC) in 2014, and a fully operational FCS-equipped BCT in 2016.

The FCS approach to evolutionary acquisition includes iterative insertion of technology into the FCS during the life cycle of the program. As a minimum, required

threshold capability will be achieved by the initial production versions of FCS fielded to the first FCS-Equipped BCT in 2014. The FCS pursues acquisition through iterative development for FCS components and systems that will be adequately mature and spiral out to the current force

The evolutionary development approach to the FCS program acquisition strategy falls into four primary categories. The first category is the order of precedence for development. In priority order, development will be: on the network, unattended munitions, unmanned systems, and finally on manned ground vehicles (MGV). Consequently, the duration of MGV development will be extended. The Non-Line-of-Sight-Cannon (NLOS-C) will lead MGV development and prototype NLOS-C systems will be delivered in 2008 with complete pre-production models starting in 2010. The second category is funding. All deferred core FCS systems will now be funded and fielded with the first equipped unit. This will allow FCS-equipped brigade combat team fielding to begin in 2014. The third category is experimentation. Development of the FCS will entail robust assessment, experimentation, and evaluation. This will corroborate the viability of revolutionary concepts, mature the architecture and components, and assist in technology development. The fourth category is a series of Spiral Out packages of technology insertion, beginning in 2008, that successively insert FCS capabilities into an Evaluation Brigade Combat Team for test, evaluation and experimentation. Validated Spiral Out systems will be fielded to current force Modular Brigade Combat Teams for integration onto host platforms in units such as Stryker, Heavy, and Infantry BCTs.

The FCS program will spiral installments of FCS Battle Command capability to the current force beginning in FY09 with the fielding of the Joint Tactical Radio System (JTRS) and Warfighter Information Network-Tactical (WIN-T) envisioned as the backbone of this future force network. The recent restructuring of the JTRS Cluster 1 program resulted in the need to re-synchronize this effort. The Program Manager for Unit of Action has implemented plans that include pre-Engineering Development Models as well as surrogate systems in early integration and experiment efforts. By FY14, the network complementary programs will be synchronized to support the replacement of

the current Army battle command and control systems with an integrated FCS Battle Command system that provides on the move capability down to platoon level.

The Army decided to restructure the FCS program and extend the program by four years in order to mitigate risk. The restructured plan significantly reduces the schedule risk associated with technology maturation through both the spiral plan and the increased development time between Milestone B and Milestone C. The program has accepted the advice of several review panels which suggested that FCS mature and field technologies over time to the forces. FCS remains at the heart of the Army's strategy to mitigate risk using the current to future force construct. At the same time, the Army is accelerating selected technologies to reduce operational risk by improving the current force's survivability, intelligence, surveillance and reconnaissance, and joint interdependence. Just as emerging FCS capabilities enhance the current force, the current force's operational experience informs the FCS program, further mitigating future challenges and risk.

To execute spiral insertions of FCS technology to the current force, the Army will lead overall program management and development efforts while using a Lead System Integrator (LSI) to assist the Army in managing the system of systems integration. The LSI is a program integrator from industry partnered with the Army. The LSI is responsible for providing direct support to the Army in requirements development and analysis, and operational, systems, and technical architectures development. In order to solicit participation in the bidding process by the best of industry, no company was excluded from competition for the systems and subsystems contracts. To address the LSI's ability to operate in a dual role as both integrator and contractor, it was recognized that a potential conflict of interest might arise from a company acting as both the LSI and a potential bidder. The Army is ensuring stringent oversight and has built appropriate firewalls as reviewed and certified by the Institute for Defense Analysis.

Our Army remains committed to developing the future force capabilities required to wage warfare in the next decade. As operations in Iraq and Afghanistan illustrated, our technological and training superiority is a critical ingredient to our success on the battlefield and must be maintained. While recognizing the need for investment, we must first respond to the immediate threat presented to our Soldiers. By focusing

development efforts on promising technologies and spiraling these enhanced capabilities into the current force, our Soldiers retain technological overmatch. Just as our Soldiers are adapting to meet challenges of the contemporary operating environment, our Army is also changing how innovative technologies are being developed and introduced.

The FCS must remain a system of systems and it must leverage spiral technology development. Maturing technologies must be leveraged to provide significant war fighting capabilities to our Combatant Commanders and empower our warfighters.

The FCS equipped brigade combat team is designed to react or operate in the uncertain environment, with the future operational capabilities, that our Combatant Commanders will require. Limiting Army Transformation to just the creation of the Modular Force would risk future operational failure in that Modular Forces alone are not enough to deliver the capabilities needed in the projected operational environment addressed in Department of Defense, Joint, and Army strategic planning documents. Because strategic unknowns can and do occur, it is also imperative that the Army have all the tools necessary to ensure land dominance in the future to respond to unforeseen threats.

While we prepare the Army for the Soldiers of tomorrow, we pursue every effort to equip the Soldiers of today to fight and win in combat. We give them the best our nation can produce. Their courage and their lessons learned are guiding us toward the future force. For the Army, protecting the force, present and future, means protecting the Soldier. In the spring of 2004 nearly every attack from an improvised explosive device (IED) resulted in a Coalition casualty. Today, through better protection in up-armor, greater situational awareness, and better training and operational focus, we have drastically reduced this ratio to about one casualty for every four IED detonations, and we continue to drive down this ratio. We do this through a holistic approach to force protection. The Army has balanced materiel solutions with innovations in both the organization of our forces and in unit level tactics and training.

In October 2002, the Army began issuing Soldiers and units new equipment through the Rapid Fielding Initiative (RFI) program. The RFI leverages current

programs and commercial-off-the-shelf technology to provide Soldiers, squads, and platoons, with necessary items of equipment such as squad communications gear and building entry devices. These items help Soldiers fight more effectively, reducing exposure to enemy attacks. We have equipped 38 brigade combat teams through RFI. In Fiscal Year 2004 alone, the Army equipped over 184,000 National Guard, Reserve, and Regular Army Soldiers, issuing over 3,000,000 pieces of equipment. Current plans for Fiscal Year 2005 call for equipping over 250,000 Soldiers, with plans to equip the entire operational Army by the end of September 2007.

Another very positive achievement has been the fielding of Interceptor Body Armor, or IBA, to every Soldier and DoD civilian deployed in Operation Iraqi Freedom and Operation Enduring Freedom (in Afghanistan). The IBA saves lives every day. To date, the Army has fielded over 490,000 sets of body armor worldwide. The Army plans to buy a total of 840,000 sets of IBA.

We are also bolstering the protection afforded to our Soldiers when they are mounted and traveling the dangerous roads of Iraq. This includes enhancing the protection levels of tactical wheeled vehicles in one of three possible ways. The first, level (I), and the optimal solution, is to produce new vehicles with integrated armor, ballistic windows, and air conditioning. This protects the Soldiers from small arms, many types of mines, and IEDs. At the second level (II), we provide Add-on-Armor kits consisting of armor plates, ballistic glass, and air conditioning. These kits also protect our Soldiers from many small arms, mines, and IEDs. The third level (III) provides Department of the Army–approved steel and kit patterns for fabricated kits. This is an interim solution that is installed at the theater or unit level. It does not include ballistic glass. The Army is taking care to ensure that all kits and Add-on-Armor provide an appropriate level of protection and do not pose a separate danger to Soldiers by overloading vehicles or causing secondary fragmentation on impact from an IED. The Army has extensively tested these kits against a variety of probable threats and will continue to test all applications submitted by industry.

The tactical wheeled vehicles that are receiving this additional protection include: the High Mobility Multi-Purpose Wheeled Vehicle (HMMWV), the Heavy Expanded Mobility Tactical Truck (HEMTT), the Palletized Load System (PLS), the Family of

Medium Tactical Vehicles (FMTV), the Heavy Equipment Transport (HET), the 5-ton truck, and the line haul truck tractor. The Army has installed level II and level III armor kits, under this program, on over 23,500 wheeled vehicles in the theater of operations, in addition to fielding over 7,000 Up-Armored HMMWVs. Our goal is to procure Add-on-Armor kits for over 27,000 wheeled vehicles in theater. The Secretary of the Army stood up an Armor Task Force at the General Officer level to provide increased management to the armoring effort. Weekly meetings of this task force were initiated on December 1, 2004, with the short term goal of speeding up the armoring of tactical wheeled vehicles and the long term goal of determining a comprehensive armoring strategy for all Army vehicles. All vehicles that drive across the berm from Kuwait into Iraq since February 15, 2005, have armor protection.

The Up-Armored HMMWV is one example of a type of vehicle with integrated armor protection. The Up-Armored HMMWV protects against bullet threats, IED fragments, and anti-tank/anti-personnel mines. Theater commanders deployed with 235 Up-Armored HMMWVs in May 2003. The requirement has steadily increased and now stands at over 8,200 Up-Armored HMMWVs. Industry has been producing 450 Up-Armored HMMWVs per month since October 2004; production increases to 550 per month in March 2005. The United States Central Command currently has over 7,000 Up-Armored HMMWVs in its area of responsibility. An additional 872 Up-Armored HMMWVs have been produced and are on the way to theater. Delivery of the 550 produced in March will meet the theater's requirements. The Up-Armored HMMWV program has funding for a total of 10,345 vehicles.

Another system with integrated armor protection is the Armored Security Vehicle, or ASV. This vehicle is a versatile asset for tactical commanders in both local patrolling and protecting road convoys. The ASV protects Soldiers from large caliber machinegun bullets over the entire surface of the vehicle. It has additional overhead protection from mortar rounds, airburst artillery shells, and IEDs. Each wheel has protection against mine blasts. Current production is increasing and is scheduled to reach 36 ASVs per month by November 2005, with the capacity for further production up to 48 ASVs per month by March 2006. A total of 394 ASVs are funded, with funding for 724 additional ASVs requested in the FY2005 Supplemental.

While wheeled vehicles are the most vulnerable to enemy attack, our heavy combat vehicles also present tempting targets. We have responded to this threat by enhancing the armor for the Bradley Fighting Vehicle, the M113 Armored Personnel Carrier (APC), and the Stryker. Bradley Reactive Armor Tiles (BRAT) protect the Bradley family of vehicles from rocket-propelled grenades (RPGs). We have delivered 592 sets of BRAT to Iraq and accelerated the production of BRAT to deliver the remaining 146 sets by September 2005. This will fulfill the theater's requirements. Units in Iraq say that BRAT is saving Soldiers' lives daily. There have been several reports of Bradleys taking multiple RPG hits with no damage to the vehicle or injuries to the occupants. We plan to provide 734 armor kits for the M113A3 APC. These APC kits feature slat armor (to defeat RPGs), ballistic protection for IEDs, mine protection, and transparent armor gun shields.

The Stryker is an extremely survivable vehicle, as proven in combat. All Strykers in Iraq have been enhanced by the addition of slat armor. The enemy has attacked our Strykers well over 300 times. These have included over 155 IED and more than 55 RPG attacks. The Stryker vehicle with slat armor defeated almost every attack and has greatly increased both Soldier and vehicle survivability. Because of the slat armor success, we have modified it to fit on the Fox nuclear, biological, and chemical detection vehicle. The Marine Corps has also adapted slat armor for their Light Armored Vehicle to provide RPG protection to their Marines.

The Army's program to add aircraft survivability equipment, or ASE, to aviation platforms complements these efforts to protect vehicles. All aircraft have some type of ASE. At the request of the theater commander, and again, with the support of Congress and Industry, the Army is providing aircrews with enhanced protection from infrared shoulder-fired missile systems, radio frequency missile systems, and laser-guided missiles. The Army approved an accelerated ASE program in January 2004. This program includes a Common Missile Warning System with an Improved Countermeasure Munitions Dispenser that is scheduled for installation on all aircraft deployed to Iraq and Afghanistan. We will continue to upgrade our capability to protect deployed aircraft.

It is necessary to repel and survive the enemy's attacks, but it is much more important to detect and prevent those attacks before they happen. The Army uses unmanned aerial vehicles, or UAVs, as an effective means of seeing the enemy first and disrupting their attacks. The UAVs provide electro-optical and infrared surveillance capability to the tactical commander. Examples of systems presently fielded include: the I-GNAT UAV system, the Hunter UAV system, the Shadow tactical UAV system, and the Raven small UAV system.

In addition, the Joint Staff established a Fusion Cell in late 2004 to assist in the armoring of tactical wheeled vehicles for Operations Enduring Freedom and Iraqi Freedom. The Army, after working with the Joint Staff, has acquired the assistance of 147 Navy and Air force welders and mechanics to assist in the production and installation of armor for the Army's tactical wheeled vehicle (TWV) fleet.

The Army's current TWV fleet consists of a total of over 231,000 tactical wheeled vehicles and trailers whose average age is 17.5 years. These systems are playing key roles in Iraq and Afghanistan but continue to be stressed by high operational tempo. In theater, tactical wheeled vehicles perform a wide range of operational missions: reconnaissance and security, command and control, maneuver support and sustainment. In addition to the demand for trucks and trailers in theater, tactical wheeled vehicle requirements are growing as we convert to a more modular force. Additionally, the Army is improving unit capabilities through the modernization of tactical wheel vehicles.

To meet this challenge the Army is trying to achieve the proper balance between varieties of competing factors: support of current operations and fleets, Army Transformation, developing future fleet capabilities while optimizing strategies for procurement, and recapitalization and sustainment. The Army's TWV strategy will achieve the proper balance between these factors.

The objectives of the TWV strategy are: 1) fill critical core requirements, 2) sustain readiness - current and future, and 3) modernize the TWV fleet. These objectives will be accomplished through: intensive life cycle management, constant involvement in TWV Advanced Concept Technology Demonstration (ACTD), meaningful feedback from research and development initiatives and well-executed Recapitalization

Programs. Lastly, to ensure all components of the TWV strategy are monitored and adjusted as new information appears or situations change, the Army Secretariat and Staff will revalidate requirements, assess fleet readiness, reevaluate procurement plans and schedules, assess recapitalization and sustainment investment strategies, and review other pertinent information.

The Department has also responded to the Soldier's needs at the unit level by setting up a Joint IED Defeat Task Force. The Joint IED Defeat Task Force, headquartered in the Pentagon, and led by the Army, continually researches and implements responsive intelligence, training, and technical solutions that counter the enemy's IED attacks. We are incorporating lessons learned and adjusting tactics to meet continuously evolving enemy threats. The Joint IED Defeat Task Force has played a crucial role in assisting commanders with the training of their Soldiers, in the development of new doctrine, the dissemination of lessons learned, and the identification and rapid fielding of new equipment needs. The Task Force has teams in Iraq and Afghanistan that directly support the theater commanders. The Joint IED Defeat Task Force, working with the Program Executive Office–Soldier and others, is fielding a Cupola Protective Ensemble, which consists of outer garments providing torso, limb, and face protection that will greatly improve protection for exposed gunners in their vehicles.

A key to defeating radio-controlled IEDs involves the use of electronic countermeasures. There are currently thousands of devices in the United States Central Command Area of Operations, and over the next nine months we will significantly increase that number. With the support of Congress, we are procuring, not only Army electronic countermeasures systems, but also systems developed by the United States Navy and Special Operations Forces program managers. These measures are showing positive results. From an initial allocation of \$1,233,000,000 the Joint IED Defeat Task Force has committed \$548,000,000, as of March 10, 2005, to fund counter-IED solutions. The Joint IED Defeat Task Force currently has earmarked an additional \$493,000,000 for pending IED solutions. The Iraqi Freedom Fund has been the source for counter-IED funding.

A common thread that has prevailed throughout the Army's transformation efforts is the need for effective balance between maintaining the readiness of the current force while preparing for future requirements. While maintaining a significant investment in recapitalization in order to preserve the useful life and reduce operating costs of aging systems, the Army initially accepted some risk to current readiness by focusing recapitalization on higher priority units. Over the past years, numerous individual programs were either cancelled or restructured in order to fund essential development of Army transformation initiatives—including the rapid and highly successful fielding of the new Stryker Brigade Combat Teams, as well as the science and technology initiatives associated with the FCS and its associated systems.

Mr. Chairman, on behalf of our Soldiers, we greatly appreciate the previous assistance of the Congress, and especially this Committee, in addressing these needs by providing support for the President's Budget and supplemental appropriations, and we appreciate your continued assistance.

We are an Army at war, relevant and ready—today and tomorrow, and a full member of the Joint and Interagency Team now fighting terror around the world. Thank you for this opportunity to appear before you today; we look forward to answering your questions.