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AND

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BEFORE THE

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When the Army deployed a Typhon launcher to the Philippines in April 2024, Beijing called the move “provocative and dangerous.” Having the Typhon, a U.S. Army mid-range fires system, positioned on Philippine soil undoubtedly forced the Communist Party of China to adjust its calculus. To our partners in the Indo-Pacific, it was a symbol of deterrence, strength, and partnership.

Competition today is rapidly evolving in all domains. Our Army maintains a critical role in deterrence by maintaining relationships with the armies of our allies and partners, and ensuring continued access to key terrain on land, space, and cyberspace. When competition turns to crisis or conflict, we enable joint force maneuver with our Multi-Domain Task Forces, Patriot batteries, or other ready combat formations. Then we close with the enemy, seize and hold ground, and sustain the fight until the battle is won.

We are also agile – our Army can transform rapidly by adapting dual-use technology to warfighters’ needs and evolving our formations, tactics, and doctrine to account for lessons learned. Yet, transformation takes determination and willingness to accept some risk. Every day, battlefield systems get faster, smarter, stronger, and stealthier, fueled by rapid growth in commercial technology. These technological advances complicate the battlefield and force combatants to constantly evolve their equipment and tactics.

Staying ahead requires energy and effort. If America plans to win the future fight, our Army cannot afford to wait for lengthy acquisitions timelines or arbitrary planning time horizons. We must get better and buy better all the time, so we have embraced a model of continuous transformation, capitalizing on the ingenuity of our soldiers to make incremental adjustments to how we fight and operate and ensure that our Army stays ready.

However, the pace of our Army’s transformation is not quick enough. In the race to stay cutting edge, we are falling behind our adversaries. This is largely due to sluggish and outdated bureaucratic processes both internal and external to the Army. It is essential that we break down barriers to transformation, build greater efficiency into our organization, and boldly put resources towards war-winning capabilities.

What We Have Been Doing: Growing More Lethal and More Agile from the Bottom-Up

Focused on the Mission

Over the last year, our Army has been engaged around the world, contributing to deterrence by training and exercising with partners and allies.

In the Indo-Pacific we have forward-deployed formations almost continuously, participating in exercises like Super Garuda Shield 2024, an Indonesia-hosted exercise that actively involved 11 nations this year, and Balikatan 2025, a full-scale battle simulation alongside the Armed Forces of the Philippines. Army formations in the Indo-Pacific also stand prepared to provide the Joint Force with critical support – command and control, medical, intelligence, and logistics – through all stages of competition, crisis, and conflict.

Our Army has also been committed to defending the homeland, with nearly 8,000 Active, Reserve, and National Guard, supporting the Department of Homeland Security on our Southern Border. We have been active in the European theater with units stationed or forward deployed to Germany, Poland, the Baltics, Romania, and Bulgaria. Finally, Army formations remain busy in the Middle East, contributing to the defense of Israel and the fight against the Houthis, Iranian-Aligned Militia Groups, and other violent extremists. Every one of these formations is focused on building and maintaining lethality, whether through training or tackling real-world challenges.

When not deployed, our teams have been conducting tough training at their home stations and our combat training centers (CTCs). Leaders at every echelon – from squads to divisions – are being pitted against opposing forces with peer technology in the dust, rain, heat, and snow. Units are also experimenting with emerging technology and warfighting concepts at joint and multinational exercises and at Project Convergence.

We are breaking down barriers to training every day. Commanders and first sergeants should be in the field building their teams, not stuck at their desks, overwhelmed by administrative tasks that do not enhance unit cohesion or lethality. We recently reduced mandatory training requirements and are continuing to purge formations of excess equipment that wastes money and maintenance hours. In essence, we are continuing to find ways to take things off leaders' plates and keep our Soldiers in the fight. As we continuously transform, we will identify things we can *stop* doing to optimize our Soldiers' time and allow them to focus on the mission.

Transformation in Contact (TiC)

Deployments and training provide unique opportunities for our formations to focus on transformation, so over the last year, we empowered three different division headquarters and brigades to “transform in contact” during CTC rotations. Using existing FY24 funds, we provided these units with cutting-edge commercial and military technology – including infantry

squad vehicles, unmanned aerial systems (UAS), counter-UAS, electronic warfare (EW) capabilities, and C2 Fix systems – and encouraged them to experiment with their equipment, structure, and tactics.

Feedback from TiC participants validated that our formations can evolve quickly when we pair the skill of developers with the warfighting ingenuity of soldiers. By adjusting how they organized and employed equipment, TiC units were able to more effectively see the battlespace, strike, and maneuver against opponent forces in training, and survive using deception and protection. They also had lower energy and maintenance requirements. Additionally, TiC reinforced that troops in the arctic have different operational requirements than those fighting in the jungle or in the dry heat of the desert, and it is more effective to buy equipment in tailored tranches to support specific mission needs.

Transformation in Contact is a proof of concept for how we can efficiently utilize available tools and dollars to make meaningful investments in our force. As we scale these transformation efforts across the whole Army, we will need to employ agile funding and flexible acquisitions options to maintain momentum.

Deliberate Transformation

Extensive command suites, massive logistics convoys and tent cities are relics of the past. Outdated, too, are many of our acquisitions processes and practices. During the last two decades of conflict, we accommodated long-lasting, inflexible programs of record, many of which took years to come online, did not keep pace with technological advances, and came with special maintenance contracts and field service representatives. These practices will not support an efficient or effective Army that can adapt to the demands of today.

Changing these practices is hard, but as we move forward, we are resolved to choose war-winning capabilities for our soldiers and maintain the right to repair our own equipment.

First and foremost, we are investing in our Network. Leaders must be able to see the battlespace and effectively make decisions while staying mobile and keeping a low profile on the electromagnetic spectrum. C2 Fix, which accelerates modernization of our existing systems, is already helping to make our teams more lethal and more mobile. Next Generation C2, the next stage in our transformation, will allow leaders at the Corps level and below to synchronize all elements of combat power.

We are also deliberately investing in other systems that improve soldier lethality and enhance our Army's contribution to the joint fight: the Next Generation Squad Weapon, directed energy, the Integrated Battle Command System, autonomous systems, counter-unmanned systems, and long-range precision fires, to name just a few.

At the same time, equipment that is effective today may be rendered obsolete by the technology of tomorrow. We must be able to upgrade software and components and replace them with new technology as it becomes available. This means that the Army needs systems that are modular and software-centric, wherever possible. Our new Infantry Squad Vehicle uses 90% commercial-off-the-shelf parts and is customizable because of its modular design. Systems like this are a step in the right direction, enabling us to iteratively improve our force without restarting the long development process. We will continue to look for ways to build flexibility into designs and modernize our acquisition practices to become a better customer to the Defense Industrial Base—driving competition, accelerating the development of cutting-edge technologies, and enabling rapid procurement of capabilities that enhance lethality on the battlefield.

Delivering Ready Combat Formations

To win in combat, our troops must be capable warfighters; they also must be able to get to the fight and have the tools, parts, fuel, and ammunition to maintain momentum and dominate our adversaries.

Our Army has grown tolerant of long lead times for parts and delays in production – a massive handicap and an impediment to our readiness and lethality. To combat this, we have been working on innovative solutions in additive manufacturing. Last year, when units were told that they would have to wait twelve months for a backordered 20 dollar part, Army Material Command (AMC) 3D printed the part instead. The job took a matter of hours and ended up costing 16 cents a piece. AMC is now developing containerized manufacturing shops and sets so that units can fabricate parts forward and get soldiers the parts they need when they need them. We are also exploring ways to use AI predictively to forecast our maintenance needs.

We are dedicated to growing our ammunition stockpiles because even our best weapons are useless without bullets. Over FY24, we invested \$3.2B in our Organic Industrial Base, including our ammunition plants, focusing primarily on ensuring that our production lines are resilient and able to rapidly produce critical munitions and components.

Powering Down Resources to Soldiers & Families

Warfighting is a team effort. Soldiers, American industry, our communities, our families – every part of the team must be ready. Our installations support this effort and provide us with power projection platforms across the country and abroad.

When it comes to installation investments, we have continued to prioritize barracks and housing to ensure that soldiers and families have safe places to live. As we plan for future installation investments, we will also focus on force projection – railroads, commercial truck loading complexes, runways, and training ranges – as well as base resiliency measures and facilities that have deferred maintenance deficits. Most importantly, we will look for ways to spend taxpayer dollars more effectively and find efficiencies in our military construction processes.

We know that the needs of families and communities at Fort Bragg are different from those at Fort Drum or Fort Bliss. When we try to implement prescriptive, one-size-fits-all solutions from Washington, D.C., we fail to deliver effective programs and resources. To the fullest extent possible, we will empower installation commanders to make the resourcing decisions that they need for their respective communities.

Recruiting and Retention

In the last several years, our Army has faced significant challenges with recruiting the force our country needs while maintaining the standards our Army requires. This has put pressure on our teams and forced us to make hard choices on structure. In response, the Army has transformed our Recruiting Enterprise, and these efforts have paid dividends. Only halfway through this fiscal year, we have already secured more than 50,000 contracts, which is over 80% of the year's total mission. Once accessed, soldiers recognize that the Army is a great place to serve, as evidenced by our consistently strong retention numbers.

We will always look for ways to update our processes and build efficiency in recruiting. For instance, we continue to explore AI and data tools that will make our recruiters more successful and help them find the best candidates for service.

Where We Are Going: Army Transformation in the Future

To stay lethal in a swiftly changing world, our Army must transform even more rapidly at every level. We must cut out the stuff, structure, and systems that bog us down and invest our limited time and resources into the things that make us stronger and better. This will require us to make tough choices and bold changes.

In the coming years, our Army will seek to grow capabilities that help us build stronger teams, win in battle, and ensure our Army families are ready. Period. Our soldiers deserve investments that support mission success, and our nation deserves an Army that can win.

We will put taxpayer dollars towards building more capable and mobile fighting formations that can dominate inside or along contested zones and effectively sense, synchronize, supply, and strike using iteratively upgradable technology. We will invest in firepower that can support the joint team in all domains through long-range fires, cyber, and electronic warfare systems. We will invest in programs and infrastructure that allow us to build and retain talent, tailored to meet the needs of each of our unique Army communities. Finally, we will preserve flexibility in all these investments and build agility into our processes, while at the same time, reinforcing transparency of how taxpayer dollars are spent, because our transformation cannot be stop-and-go; it must be constant.

Conclusion

The Typhon launcher in the Philippines exemplifies the Army's changing capabilities and role in a single theater, but it reflects the continuous transformation effort throughout all our formations.

Our Army is the most capable and lethal ground force in the world, but we do not take this position for granted. As we move forward in our continuous transformation journey, we will do our part to meet the challenges ahead, especially those posed by Beijing. We will contribute to America's web of deterrence by providing layered and integrated capabilities to Combatant Commanders: dispersed teams, distributed sensors, and lethal fires, all linked by low-profile command and control systems.

It is our job as leaders to build and maintain the Army that our nation needs and demands. This We'll Defend!