RECORD VERSION

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BEFORE THE

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INTRODUCTION

Chairman Wittman, Ranking Member Norcross, and distinguished members of the Subcommittee, thank you for this opportunity to discuss the Army's munition industrial base modernization efforts. On behalf of the Secretary of the Army, the Honorable Daniel P. Driscoll, and the Chief of Staff of the Army, General Randy A. George, we thank you for the invitation to join you today and look forward to answering your questions.

CONVENTIONAL AMMUNITION READINESS

Since 1977, the Army has been the Single Manager for Conventional Ammunition (SMCA) for the Department of Defense (DoD), providing central management of conventional ammunition for all the Services to ensure superior products and reliable sources of supply, as well as economies of scale and other managerial efficiencies. The Army continues to successfully execute this mission, which is annually validated through a Joint Force customer survey that measures the effectiveness of the Army in four key areas: production base, acquisition, logistics and customer service. The recent simultaneous conflicts around the world have highlighted the importance of the defense industrial base, especially when it comes to munitions. The Army, in close partnership with Congress, has been able to ramp up our current capacity not only to support the Army's needs, but that of our foreign partners.

ARMY AMMUNITION MODERNIZATION PLAN

The Army's Ammunition Plant (AAP) Modernization Plan has been focused to provide a strategy to modernize facility infrastructure and production capabilities by capitalizing on state-of-the-art manufacturing equipment and technologies while maintaining production continuity. The AAP Modernization Plan provides an investment strategy focused on achieving the following objectives and associated end state:

- Increase manufacturing safety and readiness to meet current and future requirements.
- Isolate energetic mass from people.

- Ensure graceful degradation and resilient operations.
- Improve flexibility, maintainability, and sustainability.
- Reduce cost of operations.
- Secure supply chains.

Executing the AAP Modernization Plan will result in improved safety, resiliency, compliance, and operational effectiveness. The AAP Modernization Plan addresses increasing automation to minimize human exposure to hazardous environments and the application of digital manufacturing methods.

The Army's organic ammunition production industrial base is currently composed of a network of Government Owned, Contractor Operated (GOCO), and Government Owned, Government Operated (GOGO) ammunition industrial sites that have evolved over time.

SUPPORTING THE JOINT FORCE

The Army's installations within the Organic Industrial Base (OIB) have demonstrated exceptional dedication and capability in meeting the demands of Presidential Drawdowns that started in 2022 and remain in effect today. These directives presented a real-world test of our surge and outload readiness. This challenged the logistics infrastructure in ways never encountered. The resulting major outload operations surpassed previous records in shipping scenarios, timelines, and capacity, proving our ability to sustain prolonged operational support for a small regional conflict, while maintaining necessary inventory levels for ongoing training efforts.

For example, Joint Munitions Command (JMC) and the OIB traditionally managed 80–100 Special Assignment Airlift Missions per year as part of its larger distribution efforts. However, in response to Presidential Drawdowns requirements, staff worked overtime to complete 101 missions in a mere two weeks. Similarly, while vessel shipment planning typically requires 120 days, through extraordinary employee support, we executed one in just 11 days. This illustrates the OIB surge capacity in a limited conflict and the government workforce's flexibility to surge and sustain at the nation's need.

None of this would have been possible without the tireless dedication, technical expertise, adaptability, and unwavering commitment of the organic munitions base workforce, who ensure munitions are produced, stored, transported, and deployed with precision and reliability. They provide the Department with the ability to surge when needed.

JMC and the OIB remain steadfast in our focus on readiness and lethality. Through continuous assessments of the joint munitions stockpile, we provide critical insights to our DoD, ally, and other governmental agency partners, identifying strategic adjustments necessary to sustain operational effectiveness. Current global conflicts and training efforts are driving increased production across key munitions while facility modernization efforts enhance efficiency and expand surge capacity.

A prime example of this commitment is the Multi-Purpose Load Facility at McAlester Army Ammunition Plant in McAlester, Oklahoma. McAlester plays a vital role in ammunition production, storage, distribution, and demilitarization, particularly in supporting bomb manufacturing. With Air Force funding, the Department transformed an outdated structure into a cutting-edge bomb production facility, designed to accommodate a diverse range of munitions while optimizing cost and operational flexibility and enhancing workforce safety. The fact that the Air Force embraces the government partnership with McAlester illustrates the value they place in the flexibility and accountability of government employees to develop, design, and produce Air Force bombs.

In 2024 alone, JMC successfully managed a $67 billion safe and reliable munitions stockpile, produced 700 million rounds of munitions, issued and received over 370,000 short tons of munitions, and demilitarized more than 33,000 short tons—freeing over 240,000 square feet of storage space at OIB facilities, creating space for magazine depth and surge capacity for future conflicts.

The JMC OIB storage capacity is critical for the magazine depth needed to meet today's and tomorrow's munitions stockpile needs for the joint services. Storage capacity is also critical to maintain our rapid response time which was illustrated in the last three years and will be needed to support a Pacific conflict.

FUTURE EFFORTS

The Fiscal Year 2024 National Defense Authorization Act required the DoD to establish a pilot program to incorporate the explosive CL-20 into existing munitions. The Army is considering executing several activities in conjunction with our Air Force, Navy and other DoD partners. The Army is planning to evaluate new energetic materials, including CL-20, as well as advanced processing methods for implementation into the production base as well as new and existing munitions. The Army is working on advanced and alternate processing methods that include continuous flow reactors and advanced mixing such as Resonant Acoustic Mixing (RAM), that will enable improved manufacturing throughput and efficiencies.

The Army is also exploring improvements on the manufacturing and processing side of ammunition. Manufacturing system automation needs data integration and digital connectivity between equipment and operations, thus moving away from traditional islands of automation approaches. To aid this system-level manufacturing automation strategy, it requires digitization of plant processes and operations. Digitized manufacturing processes and systems can rapidly adopt related technologies like Artificial Intelligence (AI) and Machine Learning (ML) in the future. The AAPs can utilize AI to integrate and analyze data to produce meaningful insights into manufacturing processes that can aid decision-making across the AAP and production equipment. Monitoring the manufacturing flow will be vital to ensure traceability, repeatability, and product/process quality assurances. Manufacturing process monitoring has historically used off-line technologies or methods that pause operations for inspection and monitoring.

The utilization of robotics and mobile transportation platform systems is another option for future upgrades to current processes. Stationary robots combined with a mobile transportation platform can replace most human jobs that are dangerous, repetitive, and labor intensive. These technologies can be used for jobs like forklift operations and material handling in hazardous environments. Advanced manufacturing offers many advantages over traditional manufacturing processes. It can significantly

reduce material waste by adopting optimized minimum weight product design and reduce on-hand inventory by producing desired parts on demand. Due to its short life cycle time, production with advanced manufacturing can be easily scaled up or down based on demands, such as to meet surge capacity requirements. AAPs can also utilize digital engineering as it enables decision makers to access, integrate, and transform disparate data into actionable information.

CONCLUSION

Due to the current and future security challenges presented by our adversaries, we will have to continue to work as a Department and with Congress to quickly adapt to the ever-changing landscape. As we look ahead, continued optimized investment in the munitions industrial base and modernization efforts at OIB facilities are critical in sustaining national security and supporting the warfighter.

In parallel with the holistic modernization of our ammunition production facilities, we must remain vigilant in understanding our supply chain and addressing potential weaknesses. Continuous assessment and a focus on reducing single point failures and foreign dependencies is critical to securing our supply chains and ensuring continued availability of end items and constituent components in peace and war.

Mr. Chairman and distinguished Members of this Subcommittee, thank you for your steadfast and strong support of our outstanding Soldiers, Civilians, and their Families.