

**RECORD VERSION**

**STATEMENT BY  
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SECRETARY OF THE ARMY**

**AND**

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CHIEF OF STAFF  
UNITED STATES ARMY**

**BEFORE THE**

**COMMITTEE ON ARMED SERVICES  
UNITED STATES SENATE**

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**ON THE POSTURE OF THE UNITED STATES ARMY**

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## **Enduring Army Priorities**

For nearly 248 years, the United States Army has dedicated itself to fighting and winning the Nation's wars. As old threats evolve and new ones emerge, the Army is making decisions and prioritizing investments that not only contribute to current readiness but will also pay dividends on the battlefields of 2030 and beyond. That is why we are especially grateful to Congress for providing the funding necessary to produce highly trained and lethal forces ready to meet an array of challenges at home and abroad. Our ability to maintain continuity through crisis is a testament to our solemn commitment to the Army's three enduring priorities: people, readiness, and modernization. The Army's Budget Request for Fiscal Year (FY) 2024 of \$185.5 billion supports these priorities and will enable us to deliver the Army of 2030 in support of the National Defense Strategy.

## **Ready to Fight and Win**

America's Army exists to protect the Nation by fighting and winning our wars as a member of the Joint Force. There is nothing more reassuring, and no greater deterrent, than American soldiers on the ground, standing shoulder-to-shoulder with our Allies and partners.

Linchpin of the Joint Force in the Indo-Pacific. From Washington and Alaska, to Hawai'i and Guam, to Japan and South Korea, there are currently 71,000 soldiers serving in the Indo-Pacific theater. The Indo-Pacific is not just an air and maritime theater, but a joint theater with joint problems that require joint solutions. The Army is the linchpin Service, enabling and sustaining our joint and Allied partners. Our fundamental goal is to deter conflict in the region. Thus, the best way to avoid fighting a

war is to make it very clear that the Joint Force, in concert with our Allies and partners, can and will win such a war. To that strategic end, the Army contributes to deterrence by campaigning, which plays three important functions in the Indo-Pacific: complicating Chinese decision making; enhancing U.S. access to the region; and placing combat-credible and interoperable land forces forward to create interior lines for the Joint Force.

This year is going to be one of historic modernization for our force posture in the Indo-Pacific. We are working closely with our regional Allies and partners to secure greater operational access and basing arrangements in strategic locations to enable adversary-focused training and exercises. In terms of logistics, the 8<sup>th</sup> Theater Sustainment Command in Hawai'i will oversee the delivery of supplies, fuel, munitions, and activity sets for U.S. Army Pacific's (USARPAC) joint and multinational training and exercises. Strengthening our ability to operate across the theater requires not only logistics at scale, but also the resiliency to operate in contested environments.

It has been a consequential year for the Army in the Indo-Pacific. USARPAC completed its inaugural iteration of Operation Pathways, representing the Theater Army's new posture paradigm to build and thicken Joint Force interior lines. This gives USARPAC the operational endurance to see, sense, and understand regional threats; sustain, protect, and command and control (C2) large-scale operations; and conduct maneuver and fires. USARPAC demonstrated those capabilities by offloading APS afloat in support of exercise Salaknib in the Philippines. USARPAC, alongside our Indonesian partners, expanded exercise Super Garuda Shield from a modest bilateral venture to a major regional undertaking with 14 partner nations and 4,000 combined forces. Next, we established the Joint Pacific Multinational Readiness Center, bringing

the first combat training center to the Indo-Pacific with inaugural rotations at our Hawai'i and Alaska campuses, along with an exportable capability we employed in Indonesia.

Capitalizing on that momentum, the 5<sup>th</sup> Security Forces Assistance Brigade (SFAB) persistently trained and advised 12 of our Allies and partners across the region. The Army also activated the 11<sup>th</sup> Airborne Division in Alaska—a unit with an historic Indo-Pacific lineage that provides our soldiers with a clear purpose, identity, and mission. As part of our Arctic Strategy, the 11<sup>th</sup> Airborne Division is being tailored as a rapidly deployable operational command headquarters. Finally, USARPAC initiated the Unified Pacific Wargame Series, offering key insights on Army capabilities, posture, and contested logistics for a protracted conflict in the Indo-Pacific. In October 2022, America's First Corps certified as a Joint Task Force as part of the Mission Command Training Program Warfighter Series, with participants from Washington, Hawai'i, Colorado, and Kansas. I Corps' experimentation with distributed C2 will enable commanders to present multiple dilemmas to a potential adversary. We also activated the third of five planned Multi-Domain Task Forces (MDTF), task-organized to provide anti-access, area-denial capabilities through long-range precision fires and effects. The 3<sup>rd</sup> MDTF at Fort Shafter, Hawai'i joins the 1<sup>st</sup> MDTF at Joint Base Lewis McChord, Washington as the second MDTF supporting U.S. Indo-Pacific Command.

Tip of the Joint Spear in Europe. Since Russia's unjust and unprovoked invasion of Ukraine in February 2022, the U.S. Army's tactical readiness and strategic readiness have been on full display across continental Europe. The 43,000 American soldiers in Europe underscore our ongoing commitment to the region, further bolstered by President Biden's force posture announcement at the NATO Summit last June. In

Germany, we are forward stationing an air defense artillery brigade headquarters, a short-range air defense battalion, a combat sustainment support battalion headquarters, and an engineer brigade headquarters. In Italy, we are forward stationing a short-range air defense battery. In Poland, the Army has forward-stationed the V Corps Headquarters Forward Command Post—the first permanent U.S. forces on NATO’s eastern flank. We are maintaining a substantial rotational force in Poland, including an Armored Brigade Combat Team (ABCT), combat aviation brigade, and a division headquarters. In Romania, we have headquartered a rotational brigade combat team, supporting an additional maneuver force on the eastern flank. In the Baltics, we have enhanced our rotational deployments—which include armored, aviation, air defense, and special operations forces—to reinforce Baltic security, enhance interoperability, and demonstrate the flexibility and combat readiness of U.S. forces.

We have been able to demonstrate our steadfast support to NATO thanks to years of investments in setting the European theater, where we continue to invest in and modernize a robust set of Army Prepositioned Stocks (APS). Importantly, we are moving some of our APS into Poland this year to reinforce NATO’s eastern flank. We are also leveraging NATO Common Funding to build a new equipment complex in Poland to house, maintain, and issue an ABCT equipment set. The XVIII Airborne Corps—America’s Strategic Response Force—similarly highlighted the Army’s investments in rapid power-projection capabilities. The XVIII Airborne Corps’ nine-month deployment to Wiesbaden, Germany built upon years of cooperation with the Ukrainian military, providing the training and support required to aid the heroic defense of their homeland. These investments in strategic readiness would not have been

possible without congressional foresight and support. This is especially true for the European Deterrence Initiative (EDI). Total EDI funding for the Army in FY 2023 is \$2.8 billion to support 9,800 rotational Army forces in Europe, and enhance our forward posture, training, and interoperability.

The United States remains committed to supporting Ukraine's near-term combat needs and its long-term defense requirements against future Russian aggression. The Department of Defense (DOD) has established Security Assistance Group—Ukraine (SAG-U), commanded by an Army three-star general under U.S. European Command, in Wiesbaden, Germany. SAG-U is purpose-built to execute the full range of our security assistance activities in a more efficient and sustainable manner. SAG-U will reach full operational capability in Q3 FY 2023. The lessons we observe in Ukraine underscore our Army's greatest strengths: combined arms maneuver at scale; the importance of empowered leadership through mission command; and the immeasurable value of a professionalized Non-Commissioned Officer corps.

The Army continues to supply critical weapon systems, equipment, and munitions to Ukraine, including Stinger anti-aircraft systems, Javelin anti-armor systems, 155mm artillery rounds, and other items. We have provided billions of dollars of Army materiel to Ukraine through the Presidential Drawdown Authority. We are also working to execute billions in procurements for Ukraine through the Ukraine Security Assistance Initiative.

The Army will initiate multi-year procurement contracts for artillery rounds and artillery charges in FY 2023. For FY 2024, the Army will work with Congress to explore

additional multi-year procurement contract opportunities for critical munitions. In addition to these potential multi-year contract efforts, the request includes additional funding for a range of munitions, including Javelin and Stinger missiles, and artillery, combat-vehicle, and small-arms ammunition.

We were able to fill critical gaps in Ukraine's defense thanks to our comprehensive modernization initiatives, but we must be able to replenish these stocks. Russia's war in Ukraine is further highlighting lessons from the pandemic that military readiness depends upon a robust and modern Organic and Defense Industrial Base. The Army is working closely with the Office of the Secretary of Defense (OSD) and our industry partners to rapidly increase production capacity and transform our processes from vulnerable supply chains to a more resilient supply fabric.

Readiness is our most effective form of deterrence. The best way to win *without* fighting is by demonstrating our ability to win decisively *by* fighting. Forward deployed combat capability, prepositioned stocks, and a resilient sustainment infrastructure will be key to future deterrence. One of the many ways we showcase our combat-credible forces in Europe is through DEFENDER-Europe, the Army's annual joint and multinational exercise series. Last year, concurrent with our support to Ukraine, and alongside our NATO Allies, DEFENDER-Europe 22 stretched across nine European countries, featuring 3,450 American troops and 5,200 multinational service members from eleven Allied nations. DEFENDER-Europe 23 will include over 7,800 U.S. troops, training alongside 15,000 multinational forces from 26 Allied and partner nations. National Guard units from 10 U.S. states will also participate, marking the 30<sup>th</sup> anniversary of the National Guard State Partnership Program.

## **Delivering the Army of 2030**

The Army continues to progress through our greatest transformation in almost half a century. Fifty years ago, Army senior leaders closely observed the 1973 Arab-Israeli War and incorporated its lessons into the emerging AirLand Battle doctrine, the creation of new Army organizations, and the development of the “Big 5” weapons systems. Today, we are not only supporting Ukraine but paying close attention to the characteristics of modern warfare as they unfold, and incorporating those lessons into new doctrine, organizations, training, and materiel. Last October, the Army officially adopted Multi-Domain Operations (MDO) as our official capstone doctrine, the most significant shift in warfighting doctrine since AirLand Battle. MDO acknowledges that the Army of 2030 will be contested in every domain—air, land, sea, space, and cyberspace. Our soldiers must be ready to fight and win in multiple domains simultaneously to get from fort to foxhole in a contested environment.

The Army has been consistent and persistent in pursuing our modernization initiatives as we work to deliver the Army of 2030 and design the Army of 2040. We remain aggressively committed to our six modernization portfolios—long-range precision fires, next generation combat vehicle, future vertical lift, the network, air and missile defense, and soldier lethality—and are on track to deliver 24 new systems into the hands of soldiers by the end of FY 2023. That includes eight fielded systems, six systems issued for testing, and ten systems undergoing soldier touchpoints. Our annual Army Futures Command-hosted experiment, Project Convergence, continues to evolve and expand from the Army-centric inaugural event in 2020 to last fall’s combined, joint series of experiments with the entire Joint Force, the United Kingdom, and Australia.



To succeed on the future battlefield and continue to dominate the land domain, there are six operational imperatives the Army of 2030 must do. First, we need to see and sense more, farther, and more persistently at every echelon than our enemies. That is why we are modernizing our aerial intelligence, surveillance, and reconnaissance capabilities, to include the Multi-Domain Sensing System, Terrestrial Layer System, and the Tactical Intelligence Targeting Access Node, or TITAN.

Second, we have to concentrate highly lethal, low signature combat forces rapidly from dispersed locations to overwhelm adversaries at a time and place of our choosing. To do this, we are investing in a faster, more survivable armored fist. Upgraded tanks and Bradleys will be joined by Armored Multi-Purpose Vehicles, or AMPVs, which are already in production. The Mobile Protective Firepower System, which was just awarded for production, will provide greater protection to infantry forces without sacrificing speed or mobility.

Third, we must win the fires fight by delivering precise, longer-range fires as part of the Joint Force to strike deep targets and massing enemy forces. Since 2016, the Army has invested significantly in fire support systems, and we have made long-range precision fires a top modernization priority. We are working tirelessly to ensure that we have multiple options to service targets at ranges from 40 miles (Extended Range Cannon Artillery) to over 1,700 miles (Long-Range Hypersonic Weapon).

Fourth, we need to protect our forces from air, missile, and drone attacks. We are continuing to field Maneuver Short-Range Air Defense, or M-SHORAD, to protect our maneuver forces against a wide range of air threats. The Army is also developing an

enduring Indirect Fire Protection Capability, or IFPC, that will work together with the Army's Integrated Air and Missile Defense Battle Command System to provide an unparalleled ability to identify, track, and defeat aerial threats. Current events also highlight the proliferation and significance of enemy Unmanned Aircraft Systems (UAS). To address this threat, we are investing in counter-UAS division sets that place fixed, semi-fixed, mobile, and portable counter-UAS capabilities in the hands of our maneuver forces.

Fifth, we must rapidly and reliably communicate and share data not just with ourselves, but with our Sister Services, and Allies and partners. The Army has demonstrated how to rapidly combine targeting data from our joint teammates and pass that information to the correct Army fires element—reducing the targeting cycle to mere minutes. The Integrated Tactical Network architecture, in fielding now, enhances classified data transfer with both better network bandwidth efficiency and resilient relay links to ensure persistent connectivity for our warfighters.

Finally, we must sustain the fight across contested terrain for both short, sharp operations as well as for protracted conflict. This will require not only standard equipment, like field kitchens, fuelers, and trucks, but also the niche, often overlooked capabilities like Army watercraft and Joint Logistics Over-the-Shore, or JLOTS. Sustainment must be at the forefront of our planning, preparation, and training—not something that we can assume will always be readily available. Army logisticians are the best in the world, and they are up to the task.

## **People Are Our Greatest Strength and First Priority**

Recruiting Initiatives. We are experiencing the most challenging recruiting landscape in a generation. There is no one-size-fits-all solution. Nevertheless, we are committed to tackling these problems head on by recruiting a force that looks like the Nation it serves. All our recruiting initiatives will be informed by first principles: 1) we will not sacrifice quality for quantity; 2) we will not lower our standards; and 3) we will invest in America's young people so they can meet our standards. The Regular Army Accessions Mission for FY 2023 is 65,500. While we are singularly focused on meeting this mission, we need help from community leaders, parents, educators, coaches, and influencers to inspire young people to serve.

The Army is implementing several important changes to improve organizational understanding, recruiter management, regional awareness, marketing, and applicant eligibility. First, we established the Army Recruiting Task Force, under the direction of a two-star general, to examine the current state of the Army's recruiting enterprise and to make recommendations to Army senior leaders for action. Second, we are overhauling how the Army recruits by selecting recruiters differently, improving recruiter training, increasing recruiter resources, and creating new incentives for high-performing recruiters. For instance, the Army recently launched a "Recruiting Scholars" program to identify, incentivize, and send top-notch captains to graduate school after completing a recruiting-company command. There are 21 talented captains in the first cohort.

Next, the Army designated 15 major cities as priority markets for FY 2023. With help from community partners, including Veterans Service Organizations, Military Support Organizations, and our Soldiers for Life, we are saturating these markets with activities and initiatives to maximize awareness regarding the benefits of Army service. Fourth, we established the Future Soldier Preparatory Course (FSPC) pilot program in July 2022 at Fort Jackson, South Carolina to support the accession of recruits who are inclined to serve but might need help improving their test scores or physical fitness. As of March 22, 2023, 4,219 FSPC recruits have graduated and moved on to Basic Combat Training (BCT). This represents a 98 percent success rate. FSPC recruits improved their Armed Forces Qualification Test score by an average of 18.5 points. Similarly, 97.6 percent of FSPC recruits achieved the Army's accessions body composition standards. Most importantly, FSPC graduates are performing very well in BCT with just a 4.8 percent attrition rate, as compared to the average BCT attrition rate of 6.1 percent in 2022.

Be All You Can Be. On March 8, 2023, the Army officially reintroduced "Be All You Can Be" as our marketing slogan. "Be All You Can Be" featured prominently in Army advertisements and marketing materials from 1981 to 2001. After a two-decade hiatus, we are excited to introduce "Be All You Can Be" to a new generation of young people. The Army Enterprise Marketing Office hosted numerous in-person focus groups and tested "Be All You Can Be" against 18 other taglines, eventually surveying 20,000 people across five target audiences: prospects, soldiers, veterans, influencers, and engaged citizens. Our extensive market research revealed that the "Be All You Can Be" slogan, once popular with Generation X, resonates with Generation Z by signaling a

sense of purpose, passion, possibility, community, and connection unique to the Army. With support from Congress, the Army will spend \$116.7 million in FY 2023 to launch this rebranding campaign across multiple media platforms. Additionally, we believe that the “Be All You Can Be” narrative will help veterans and retirees tell their Army stories and inspire a new generation of young people toward military service.

Quality of Life. Recruiting and retaining the next generation of the All-Volunteer Force requires sustained investment and quality-of-life improvements in Army housing, barracks, child care, spouse employment, health care, and the exceptional family member program.

High-quality housing and barracks are key to ensuring overall health and wellness, thereby contributing to readiness and critical for retaining Army soldiers and their families. First, the Army supports DOD’s continuous assessment of Basic Allowance for Housing (BAH) rates, ensuring military paychecks keep pace with market conditions across the country. Average BAH rates have increased 12.1 percent since 2022. Personnel in 291 of 300 military housing areas received a BAH rate increase. Second, privatized housing companies began a six-year, \$3-billion investment plan in 2020 to improve the Army’s housing inventory, to include new builds and major or medium renovations through 2026. The Army has programmed \$1.6 billion for FY 2024-2028 to improve the government-owned Army Family Housing inventory. Third, the Army historically invests an average of \$1 billion per year in barracks for construction, restoration, and modernization across all three Army components. In FY 2024, the Army is requesting support for permanent-party barracks in Fort Wainwright, Alaska; Joint Base Lewis McChord, Washington; Fort Bragg, North Carolina; and Natick Soldier

Systems Center, Massachusetts. Importantly, Army senior leaders remain vigilant in their housing and barracks oversight responsibilities.

With congressional support, the Army has expanded on- and off-post child-care options by increasing staff compensation and benefits, investing in facilities, growing family child care, and extending care hours. Entry level salaries are now \$17.39 per hour. We are offering recruiting and retention bonuses for child-care staff and providing them with a 50 percent child-care discount for the first child and a 15 percent multiple-child discount for additional children. In terms of off-post care options, we continue to provide Army Fee Assistance to approximately 10,000 children of the active and reserve component per month, all while exploring new initiatives and partnerships. We also increased the provider rate cap to \$1,700 per month, thereby reducing out-of-pocket expenses for hard-working Army families. Since FY 2021, Congress has funded seven new Child Development Centers (CDCs) in Alaska, Hawai'i (2), Georgia, Kansas, Kentucky, and Louisiana. The Army is planning to fund more CDCs in the out years.

Army spouses—over 431,000 across all three components—play an important role in soldier and family readiness and soldier retention. Leveraging both Army and DOD programs, and partnerships with other federal and non-governmental organizations, we remain committed to improving spouse employment and career opportunities. When spouses are satisfied with their careers, employment options, access to services, and overall quality-of-life, they are far more likely to support their soldier's continued service.

There are 46,000 active-component soldiers—nine percent of the force—with family members enrolled in the Exceptional Family Member Program (EFMP), totaling 55,000 family members. We are committed to reforming the EFMP and to providing comprehensive and all-inclusive support to Army families with a family member with a qualifying condition. In August 2022, we launched the Enterprise EFMP system to improve enrollment, transparency, assignment coordination, and access to support. We have also created a centralized EFMP office within the Headquarters, Department of the Army to coordinate healthcare services, reassignment processes, and education support services. Taken together, these initiatives will help reduce the bureaucratic burden on Army families. Moreover, the Army continues its close partnership with the Defense Health Agency to ensure access to high-quality healthcare for our soldiers and their families.

Reducing Harmful Behaviors. People are the Army's number one priority. We take care of our people by building cohesive teams that are highly trained, disciplined, and fit, that are ready to fight and win, and where each person is treated with dignity and respect. Leaders across the Total Army are steadfastly committed to reducing the harmful behaviors that break trust with our soldiers and the American people—including sexual assault and harassment, acts of extremism, and racism, among others. To reduce harmful behaviors, we are shifting the paradigm from focusing on intervention and response to prioritizing integrated prevention activities. Integrated prevention activities address the conditions that lead to harm by reducing risk factors and increasing protective measures to preclude harmful behaviors. To that end, we are aggressively implementing the FY 2022 Independent Review Commission's

recommendations to counter sexual assault and sexual harassment within our formations, to include realigning Sexual Assault Response Coordinators (SARCs) and Victim Advocates from the operational chain of command to the Lead SARC at each installation. This independent reporting structure will enable Sexual Harassment/Assault Response and Prevention, or SHARP, professionals to advocate for victims more effectively.

The Army is committed to working with Congress and the OSD to effectively implement the military justice reforms directed by the FY 2022 and FY 2023 National Defense Authorization Acts. In July 2022, the Army issued a General Order establishing the Office of the Special Trial Counsel (OSTC) as a field operating agency. The Senate confirmed our nominee for Lead Special Trial Counsel in November 2022 and set his subsequent promotion to brigadier general in January 2023. The Army expects the OSTC to reach full operational capability by December 27, 2023, as required by law.

Every single suicide is one tragedy too many. Exposure to harmful behaviors, such as sexual assault, harassment, or other acts of violence, may increase the risk of suicide. The Army is committed to supporting those exposed to harmful behaviors and doing everything we can to address this critical issue. Fortunately, we saw significant decreases in suicide across all Army components in 2022. The Army is leveraging a new public health approach to prevent and respond to suicide at the individual and community levels. We will publish a comprehensive suicide prevention regulation to define this new approach for the force by the end of Q3 FY 2023. Army leaders continue to employ the Health Readiness and Suicide Risk Reduction Tool across our



formations. Last year, we introduced the “Stories of Hope” podcast to raise awareness, reduce stigmas, and increase help-seeking behaviors.

### **50 Years of the All-Volunteer Force**

As we commemorate 50 years of the All-Volunteer Force, it has never been more important to recruit and retain the talented individuals who make our Army the world’s greatest fighting force. We win through our people—our active duty, Guard, and Reserve soldiers; our families; Army civilians; and our veterans and retired Soldiers for Life. We need every American to know that the U.S. Army is an organization of endless possibilities that provides a pathway to success both in and out of uniform. Our message is clear: if you want to serve something greater than yourself, if you want to belong to the world’s greatest team, if you want to BE ALL YOU CAN BE, then join us. With the limitless talent our Nation has to offer and continued support from Congress, we will remain ready to fight and win, against any adversary, anywhere in the world.