

RECORD VERSION

STATEMENT BY

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INTRODUCTION:

Chairman Thornberry, Ranking Member Smith, distinguished Members of the Committee, thank you for the opportunity to testify on the state of your United States Army. On behalf of our Acting Secretary, the Honorable Robert Speer, and our Chief of Staff, General Mark Milley, thank you for your support and demonstrated commitment to our Soldiers, Army Civilians, Families, and Veterans.

To meet the demands of today's unstable global security environment and maintain the trust placed in us by the American people, our Army requires sustained, long term, and predictable funding. Absent additional legislation, the caps set by the Budget Control Act of 2011 will return in FY18, forcing the Army to once again draw down end strength, reduce funding for readiness, and increase the risk of sending under-trained and poorly equipped Soldiers into harm's way - a preventable risk our Nation must not accept. We all thank you for recognizing that plans to reduce the Army to 980,000 Soldiers would threaten our national security, and we appreciate all your work to stem the drawdown. Nevertheless, the most important actions you can take – steps that will have both positive and lasting impact – will be to immediately repeal the 2011 Budget Control Act and ensure sufficient funding to train, man and equip the FY17 NDAA authorized force. Unless this is done, additional top-line and OCO funding, though nice in the short-term, will prove unsustainable, rendering all your hard work for naught.

This is a challenging time for our Nation and certainly for our Army. The unipolar moment is over, and replacing it is a multi-polar world characterized by competition and uncertainty. Today, the Army is globally engaged with more than 182,000 Soldiers supporting Combatant Commanders in over 140 worldwide locations. To break this down a bit: Over 5,000 Soldiers are in the Middle East supporting the fight against ISIL, a barbaric enemy intent on destabilizing the region and the globe. Nearly 8,000 more remain in Afghanistan, providing critical enabling support to Afghan National Security forces fighting a persistent insurgent threat. Over 33,000 are assigned or allocated to Europe to assure our Allies and deter a potentially grave threat to freedom. Nearly 80,000 are assigned to PACOM, including nearly 20,000 Soldiers on the Korean peninsula, prepared to respond tonight with our ROK allies. At the same time thousands of Soldiers are operating across Africa and Central and South America, along with thousands more preparing right here in the United States. At home and around the world, your Army

stands ready.

My recent travel – I have visited our Soldiers in 15 countries since Veterans Day – reinforces that all this is not about programs... it is about people... our people executing security missions for all of us around the globe. In fact, the strength of the All Volunteer Force truly remains our Soldiers. These young men and women are trained, ready and inspired. We must be similarly inspired to provide for them commensurate with their extraordinary service and sacrifice.

Readiness: Manning, Training, Equipping/Sustaining and Leader Development

Readiness remains our number one priority. Sufficient and consistent funding is essential to build and sustain current readiness, progress towards a more modern, capable force sized to reduce risk for contingencies, and recruit and retain the best talent within our ranks. A ready Army enables the Joint Force to protect our Nation and win decisively in combat. Unfortunately, fifteen years of sustained counter-insurgency operations have degraded the Army's ability to conduct operations across the spectrum of conflict and narrowed the experience base of our leaders. The current global security environment demands a shift in focus to support Joint operations against a broader range of threats. In this uncertain world, combined arms maneuver, which enables the Joint Force to deter, deny, compel, and defeat peer competitors and execute hybrid warfare, represents the benchmark by which we measure our future readiness.

Manning:

The Total Force remains globally engaged with the Army set to meet nearly half – 48% - of Combatant Command base demand and forecast to meet over two-thirds – 70% - of emergent demand for forces in FY17. This trend, exacerbated by end strength reductions and increasing global requirements, has been consistent for the past three years and promises to continue. Looking ahead, any potential future manpower increases to reduce military risk related to Defense Planning Guidance and National Military Strategy requirements, must be coupled with commensurate funding to ensure the long-term strength of the force.

At today's end-strength, the Army risks consuming readiness as fast as we build it. To alleviate some of the burden, we are reallocating and reorganizing existing force

structure and leveraging the Total Force to meet operational demand. For example, recognizing the importance of assuring our Allies and deterring our adversaries, last month 3/4 Armor Brigade Combat Team (ABCT) began heel-to-toe rotations in Europe. This unit, representing a permanent armored presence, enables our forces to exercise deployment systems and processes while simultaneously demonstrating the United States' commitment to the region. This ABCT deployment will be followed shortly by a rotational heel-to-toe Combat Aviation Brigade to Europe to provide aviation capacity and capability in that important part of the world. We will also begin Heavy Aviation Reconnaissance Squadron rotations to Korea, reestablishing full Combat Aviation Brigade capacity and capability on the peninsula.

In FY18 we will adjust our brigade combat team force mix by converting an Active Army Infantry Brigade Combat Team into an Armor Brigade Combat Team, marking the creation of our 15th ABCT. This increased armor capacity will provide much needed flexibility to meet extant threats around the globe. We will also build two Security Force Assistance Brigades (SFABs), one in the Active Army and one in the Army National Guard in FY18 followed by another Active Component SFAB in FY19 to better support our partners and preserve BCT readiness. These SFABs will also serve as the backbone of new brigades if the Army is ever called to rapidly expand.

To address mounting challenges in the cyber domain, the Army is building 41 Cyber Mission Force teams. Currently, 30 of the Army's 41 teams are at full operating capability (FOC), and 11 more will achieve FOC by FY18. In addition, the Reserve Component is building 21 Cyber Protection Teams, with 11 teams in the Army National Guard and 10 teams in the Army Reserve.

The Army has increased operational use of the Army National Guard and the Army Reserve to support Joint Force requirements around the globe, and this trend will continue. Today, three Army National Guard Division Headquarters, along with numerous other formations, are supporting geographic combatant commanders here at home and around the world. With the support of Congress, the Army can maintain the appropriate force mix and Total Force readiness to sustain these vital operations worldwide.

Again, we appreciate the Congress' efforts to stem the continued decrease in force structure, and we are underway to regrow the Army in accordance with NDAA

prescribed end strength. As we grow, however, we will focus first on filling the holes in our existing units as our top priority.

Training:

Training is the bedrock of readiness. The Army must continue to conduct realistic and rigorous training across multiple echelons to provide trained and ready forces, and this realistic training regimen is dependent upon predictable and sustained resources, both time and money.

To maximize our resources, the Army has made significant progress implementing the Sustainable Readiness Model (SRM) and restoring core warfighting skills, and we remain focused on achieving full spectrum readiness for combined arms maneuver proficiency against peer competitors. SRM, the Army's solution to manage risk and fight and win when called, is a Total Force effort to define readiness objectives for current demand while mitigating risk for contingency requirements. Because readiness objectives inform programmatic decisions, a key SRM benefit is prevention of the "readiness cliff" as units redeploy from named operations.

To ensure a trained and ready Army, the Army accepted considerable risk by reducing end- strength while deferring modernization programs and infrastructure investments. These trade-offs reflect constrained resources, not strategic insight. Again, we appreciate your support in helping stem the tide of force structure reductions, and our restored strength must be coupled with sufficient and sustained funding to avoid creating a hollow force.

Today, only about 1/3 of our BCTs, 1/4 of our Combat Aviation Brigades and half of our Division Headquarters are ready. Of the BCTs that are ready, only three could be called upon to fight tonight in the event of a crisis. In total, only about 2/3 of the Army's initial critical formations – the formations we would need at the outset of a major conflict – are at acceptable levels of readiness to conduct sustained ground combat in a full spectrum environment against a highly lethal hybrid threat or near-peer adversary. Stated more strategically, based on current readiness levels, the Army can only accomplish Defense Planning Guidance Requirements at high military risk. To address this vital readiness issue, the Army continues to fully fund Combat Training Center (CTC) rotations, establish objective training standards, reduce non-essential training

requirements, and protect home station training to increase training rigor and readiness in our formations.

A ready Army requires highly trained units across all components. To build sufficient operational and strategic depth, the Army continues to explore ways to build increased readiness in our Reserve Component units. This includes increasing the number of annual training days for early deployers to provide sufficient repetition in core tasks; building multi-component and round-out units to enhance Total Force integration; and expanding Army National Guard BCT's CTC rotations from two to four in FY18. These initiatives, providing readiness for current operations and ensuring strategic depth required for future campaigns, will require sufficient resources.

Looking to the future, the Army continues to work with our Joint Force partners to develop the multi-domain battle concept. This emerging concept, though in the early stages of development, will enable the Joint force to create temporary windows of opportunity across multiple domains – air, land, sea, space and cyberspace – to seize, retain and exploit the initiative, defeat enemies and achieve military objectives. The Army is developing a Multi-Domain Task Force to evolve and refine the concept, based on operational lessons and experimentation that will ultimately inform future training.

Equipping/Sustaining:

Our Army requires modernized equipment to win decisively, but today we are outranged, outgunned and outdated. We have prioritized our near-term readiness to the detriment of equipment modernization and infrastructure upgrades, assuming risk and mortgaging our future readiness. Looking ahead, the Army will prioritize critical equipment modernization and infrastructure upgrades while proceeding with acquisition reform initiatives to deliver optimal readiness with apportioned resources.

An unintended consequence of current fiscal constraints is that the Army can no longer afford the most modern equipment, and we risk falling behind near-peers in critical capabilities. Decreases to the Army budget over the past several years significantly impacted Army modernization. Given these trends, and to preserve readiness in the short term, the Army has been forced to selectively modernize equipment to counter our adversary's most pressing technological advances and capabilities. At the same time, we have not modernized for warfare against peer

competitors, and today we risk losing overmatch in every domain.

The Army developed the Army Equipment Modernization Strategy to preserve readiness in the short term and manage risk in the mid- to long-term. The strategy reflects those areas in which the Army will focus its limited investments for future Army readiness. We request the support of Congress to provide flexibility in current procurement methods and to fund five capability areas — Long Range Precision Fires, Cyber/Electronic Warfare, Integrated Air and Missile Defense, Active Protection Systems for combat vehicles and aircraft and Stryker Lethality Upgrades — to provide the equipment the Army requires to fight and win our Nation's wars.

Prioritizing readiness, given current fiscal constraints the Army must assume risk in installation modernization and infrastructure improvement. Installations are the Army's power projection platforms and a key component in generating readiness. To build readiness, however, the Army has been forced to cancel or delay military construction, sustainment, restoration and modernization across our posts, camps and stations. Right now 22%, or 33,000 Army facilities require significant investment to address critical infrastructure deficiencies. Additionally, the Army reduced key installation services, individual training programs, and modernization to a level that impacts future readiness and quality of life. The deliberate decision to prioritize readiness over Army modernization and installation improvement, though necessary, is an unfavorable one.

Leader Development:

The single most important factor in delivering Army readiness, both now and in the future, is the development of decisive leaders of character at every echelon. Our deep bench of combat experienced leaders remain our asymmetric advantage. To that end, the Army will continue to develop leader competencies for the breadth of missions across the Total Force.

In a complex and uncertain world, the Army will cultivate leaders who thrive in uncertainty and chaos. To ensure the Army retains this decisive advantage, we continue to prioritize leader development across the force... from the individual and unit to the institution level. In FY16, the Army trained over 500,000 Soldiers and leaders from all three components in its Professional Military Education programs, along with nearly 30,000 more from our Joint Force teammates. Despite budget constraints, we will

continue to fund these priority programs, targeted to develop Soldiers and leaders who demonstrate the necessary competence, commitment and character to win in a complex world.

Decisive leaders strengthen the bond between our Army and the Nation and preserve our All-Volunteer Force. As Army leaders, we continue to express our enduring commitment to those who serve, recognizing that attracting and retaining high quality individuals in all three components is critical to readiness. The Army is expanding our Soldier for Life-Transition Assistance Program (SFL-TAP) to drive cultural change. Our Soldiers will receive the tools, leveraging resources from their time in service, to succeed in the civilian sector. As they return to civilian life, Soldiers will continue to serve as ambassadors for the Army and, along with retired Soldiers and Veterans, remain the vital link with our Nation's communities. We owe it to our Soldiers and their Families to ensure our Veterans strengthen the prosperity of our Nation through rewarding and meaningful civilian careers and service to their communities.

Committed and engaged leadership is the focal point of our Sexual Harassment/Assault Response and Prevention (SHARP) efforts. To that end, we recently fielded the Emergent Leader Immersive Training Environment (ELITE) Command Team Trainer and the Prevention and Outreach Simulation Trainer to train Army SHARP professionals on how to support command teams and units. The Army is also helping shape the Department's Installation Prevention Project by sharing best practices on case management methodology, Community Health Promotion Councils and collaboration efforts. These holistic prevention and response efforts strengthen our Army culture, enrich Army readiness and support Department of Defense efforts.

Army leaders remain committed to building diverse teams. We continue to fully integrate women into all combat roles throughout the operational force and remain committed to a standards-based process to maintain readiness. The Army's deliberate process validated standards, grounded in real-world operational requirements, and will provide our integrated professional force the highest level of readiness and potential for mission success.

In this increasingly complex world, decisive leaders are essential to maintaining a ready Army, composed of resilient individuals and cohesive teams, capable of accomplishing a range of missions amidst uncertainty and persistent danger.

Closing:

Today, our Army stands ready to defend the United States and its interests. This requires sustained, predictable funding. To rebuild readiness today and prepare for tomorrow's challenges, the Army has prioritized combined arms maneuver readiness against a peer competitor as we prepare to respond to our Nation's security challenges. The difficult trade-offs in modernization and installation improvements reflect the hard realities of today's fiscal constraints.

In the immediate future, the Army looks forward to providing input to the Department of Defense's 30-day Readiness Review, an important document that will inform a new National Defense Strategy. More long term and with your assistance, the Army will continue to resource the best-trained, best-equipped and best-led fighting force in the world. We thank Congress for the steadfast support of our outstanding men and women in uniform. The Army is all about people... our Soldiers, Families, Civilians... and they deserve our best effort.