

**STATEMENT BY
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SECRETARY OF THE ARMY
TO THE SENATE ARMED SERVICES COMMITTEE
ON THE POSTURE OF THE UNITED STATES ARMY
AND THE FISCAL YEAR 2000 BUDGET REQUEST
FEBRUARY 9, 1999**

Mr. Chairman and Members of the Committee:

It is with great pleasure that I appear before you today to report on the state of your Army and to talk about our proposed budget for fiscal year 2000. Since my confirmation this past June, I have traveled widely to visit our soldiers at their duty stations at home and abroad. Everywhere I have visited, from Bosnia, to Korea, to Central America, to bases across the United States, I have been deeply impressed by their motivation and patriotism, as well as the important contributions they are making to our Nation. I came away from these visits reassured that America's soldiers are fully prepared to fight and win our Nation's wars. I have also seen how they advance our national interests around the world every day through their contributions to U.S.-led nation building, peacekeeping, disaster relief and humanitarian assistance missions. I am very proud of what our soldiers are doing on behalf of America. I am also proud of what they have shown me they are prepared to do when the Nation calls.

Our soldiers are the most creative, adaptable and strategically relevant force in our Nation's 21st century arsenal for freedom. They have the ability to deploy rapidly anytime, anywhere, to close with and destroy the enemy as only ground combat forces can. This all-weather, all-terrain force can also deploy rapidly to deliver competent and caring emergency assistance, forge order out of chaos, and bring hope to the forsaken. The quality of the people in our force – their individual abilities, values and good judgment, and their collective capabilities and cohesion – make them outstanding representatives of America's principles and ideals in action. They not only guarantee our freedoms at home, they also underwrite our Nation's security commitments and leadership role in the world.

The Army Today

In recent years, the Army has assumed the central role in executing the National Military Strategy of shaping the international environment in ways that are favorable to U.S. interests, responding to the full spectrum of crises that challenge U.S. security interests, and preparing now for an uncertain future. All told, the Army has increased its pace of operations by 300 percent since the end of the Cold War, providing approximately 60 per cent of the forces involved in contingency operations. On any given day during the past year, an average of over 28,000 Army soldiers were deployed to more than 70 countries, in addition to the 119,000 soldiers that are permanently stationed overseas, to promote security and stability throughout the world.

From Korea to Southwest Asia to Central Europe, trained and ready soldiers deter aggression and reassure our friends and allies. They secure the peace from Macedonia to the Sinai, to Haiti, to Peru, while providing the bulk of the force for ongoing operations in the Balkans. Our extensive military-to-military contacts, exercise programs, and training activities further our Nation's goals of engaging and influencing other countries in ways that contribute to our national security. At home, the Army has reacted to the reality of new threats to the American heartland by training the "first responders" in our major cities to better deal with chemical and biological attacks. Throughout the world, Army soldiers also help the helpless by providing support to domestic and international humanitarian assistance operations for hurricanes, floods, wildfires, and other natural disasters.

The Army accomplished an unprecedented amount of work on behalf of the Nation in fiscal year 1998 and, with Hurricane Mitch and Operation Desert Fox already under our belt, fiscal year 1999 promises to be an even more challenging year. We do all this with a force that is much smaller than it was a decade ago. Since 1989, the Total Army has reduced spaces for over 630,000 people while closing or realigning

more than 700 installations, both at home and abroad.¹ To meet growing demands for American presence with a smaller force and budget, the Army has attempted to balance the load across units and components, and has increased efficiency in its operational and business practices. We have done this by exploiting information technology, enhancing active-reserve force integration, and implementing a broad set of defense reforms and cost-saving initiatives.

The high pace of operations being carried out by this smaller force challenges our leaders daily as they strive to take care of the great soldiers who are doing the Nation's work. Taking care of our people is more than just protecting our investment in human resources to ensure we maintain a quality force; it is the right thing to do to recognize their selfless service.

The Fiscal Year 2000 Budget

The President's budget request for fiscal year 2000 provides a significant and timely increase in the resources available to the Army to do the work of the Nation. It furthers the steps begun with the fiscal year 1999 supplemental, which is already having a positive impact across the Total Army. With your support, we have been able to increase fiscal year 1999 funding for Base Operations, Army National Guard training, depot level maintenance, and recruiting initiatives across the force. Additionally, the supplemental's up-front funding for the Bosnia contingency operation meant we did not have to cancel training and maintenance activities in order to pay for that operation pending uncertain reimbursement.

¹ The breakdown of the Army's personnel decrease between fiscal years 1989 and 2000 is as follows: Active Component: 290,000, or 38%; Army National Guard: 107,000, or 23%; Army Reserve: 114,000, or 36%; and Department of the Army civilians: 187,000, or 46% percent.

The fiscal year 2000 budget request builds upon the improvements funded in the supplemental by addressing our most pressing near-term readiness needs while supporting our quality of life efforts and our strategy to transform the Army for the future. Importantly, it proposes funding for the outyears that is critical to assuring Army readiness over the long-term. In general, this budget will allow us to accomplish our major priorities by providing the resources we need in the key areas of people, training, overall quality of life, and modernization.

Army people are the cornerstone of Army readiness. The President's Budget request supports our people by proposing pay and retirement reforms. It also supports commanders' efforts to execute tough training, take care of their installations, and provide the quality of life our soldiers deserve. As we near the end of the drawdown, the combined effects of increased deployments, a smaller force, perceptions of a pay gap, the erosion of retirement and medical benefits, and uncertainties related to the timing and location of deployments have exacted a toll on soldiers and their families, as well as our civilian work force. The President's leadership and the commitment of the Administration and Congress to increase pay and reform military retirement are key steps that will help us to recruit and retain the high quality people we need to man the force. They also send a clear signal to soldiers that the Nation recognizes and values their service.

Pay and retirement reforms will help with recruiting and retention. For fiscal year 1998 and the first quarter of fiscal year 1999, the Army did not meet its recruiting goals despite the exhaustive efforts of our recruiters. Recruitment for the active component was about 800 enlistees short of our target last year, and missed this year's first quarter target by 2,400 soldiers. Recruitment for the Army National Guard and Army Reserve was about 1,200 and 3,700 recruits short of 1998 targets, respectively. Despite these shortages, the Army met its quality goals for the active component and the Army Reserve.

Certain retention indicators also merit our attention. Over the past seven years, the number of soldiers indicating an intention to remain on active duty has declined by more than five percent. The top two reasons they cite for wanting to leave the military are the amount of time separated from family and the amount of their basic pay. Since 1992, satisfaction with retirement benefits fell from 62 to 39 percent for officers and from 45 to 28 percent for enlisted soldiers. While overall retention percentages still exceed requirements, we are still experiencing some retention difficulty in certain ranks and specialty skills such as aviation mechanics, military intelligence, and personnel administration. Shortages in these skills are being monitored closely so they do not detract from our operational units or their ability to accomplish day-to-day missions, especially as we field new technologies across the Army. Targeted pay table reform will help address these retention concerns.

Given our requirement for high-quality people, our recruiting shortages and the trends of retention indicators have caused us to step up our efforts in these areas. This budget request will help the Army turn the corner in these key personnel areas. The incentives contained in the budget provide strong support for our efforts to ensure that the Army continues to attract and retain dedicated, quality patriots throughout the force.

Soldiers come in to the Army to train hard, and that training is at the heart of their readiness. The fiscal year 2000 budget will have a very positive impact on our Army's ability to achieve results that support U.S. interests by increasing funding in all three of the major accounts that support training and the facilities and ranges where soldiers train: Operations Tempo, Base Operations, and Real Property Maintenance.

Operations Tempo (OPTEMPO) is the primary account that funds training. It pays for the fuel and repair parts needed to drive or fly Army equipment. To develop the readiness needed to execute the National Military Strategy, OPTEMPO accounts must be funded at levels that enable commanders to meet training requirements. The most basic of these requirements is to ensure that squads, platoons, companies, and battalions are trained to proficiency in wartime missions. Such training prepares units

for, and is tested by, the rigors of our Combat Training Centers (CTCs), which can simulate everything from high intensity combat to chaotic peacekeeping environments. Although the CTCs offer the world's best training, this experience is enhanced when units have had the opportunity to do all of their collective training prior to reporting for their rotations. In recent years, commanders have had to curtail some of this home station training. In light of the CTC's role as the crown jewel of Army training, our objective is to fund OPTEMPO accounts at 100 percent of requirements so that units can fully train at home before taking the Army's preeminent test of their readiness.

The fiscal year 2000 budget request makes dramatic progress towards achieving this objective. It will fund greatly increased vehicle and helicopter use at home stations and the institutional training bases for both active and reserve units. This budget also resources Army National Guard divisions at 100 percent of requirements for individual, crew, and squad training in fiscal year 2000. This represents a 47 percent increase from fiscal year 1999. The budget plan for fiscal year 2001 and beyond will sustain this commitment by continuing to fund Army National Guard divisions at 100 percent. Additionally, the fiscal year 2000 budget provides for 100 percent of the requirements for Title XI support to reserve forces.

The fiscal year 2000 budget request also increases funding for Base Operations (BASOPS), which provides basic municipal services such as water, electricity, gas, and sewerage, and pays for leased facilities. BASOPS is "must fund" support that allows us to operate our installations – the posts, camps, stations, Army Reserve Centers, and Army National Guard armories – at a level necessary to sustain the day to day activities of the Army.

BASOPS also bears directly on our ability to improve training, particularly at home stations, for two reasons. First, adequate BASOPS funding reduces the need to shift, or "migrate," funds away from OPTEMPO accounts. When BASOPS accounts are underfunded, commanders are often forced to divert training dollars in order to provide essential services to soldiers and their families on the installations where they live and

work. Second, BASOPS funds are used to support training costs not captured in OPTEMPO accounts, such as the use of installation transportation to move soldiers to training activities and the utilities needed to operate and maintain ranges and training facilities.

BASOPS not only supports training, it also directly affects the quality of life we provide for our soldiers and families. Commanders use BASOPS monies to fund installation services such as professional learning centers, gymnasiums, libraries, recreation centers, pools, automotive facilities, and craft centers. BASOPS also provides for financial counseling, the buildings used by family support groups, transition services, and relocation assistance, as well as payroll expenses for the people who provide these services. Because such services are essential to the Army's quality of life and community missions, underfunded BASOPS accounts force commanders to either curtail essential services or redirect resources from the training mission.

In short, BASOPS dollars are used to make military communities safe and desirable places to live and work. They also make it possible to operate military infrastructure needed for training. Taking care of the places where soldiers live, work, and train is a signal – comparable to the signal that we send when we raise their pay – that we recognize the importance of their service and the vital contribution they make to the Army and the Nation.

The fiscal year 2000 budget and accompanying proposal for the outyears fund BASOPS at 95 percent from fiscal years 2000 through 2005. This budget will improve essential readiness and quality of life by continuing the positive trend initiated by the fiscal year 1999 readiness supplemental, which increased BASOPS funding from the budgeted level of 84 percent to 91 percent.

In recent years commanders have also been challenged to maintain their infrastructure, a function resourced by the Real Property Maintenance (RPM) account. To measure the condition of its real property, the Army uses a system similar to the one

we use to assess unit training readiness, an Installation Status Report similar to the Unit Status Report. Today, the Army's real property as a whole is assessed as C-3, or not fully mission capable. This rating reflects the backlog of facilities maintenance and repair that has accumulated over years of underfunding RPM. To get to C-1, a fully mission capable status, repairs and improvements to training facilities, maintenance facilities, community facilities, installation support facilities and railheads are needed. Coupled with the initiation of numerous Military Construction (MILCON) projects, increases in RPM funding will enable the Army to begin this infrastructure revitalization.

The fiscal year 2000 budget and outyears plan provide a substantial increase to RPM funding by increasing this account to 75 percent of requirements through fiscal year 2001, and to 90 percent for fiscal years 2002 through 2005. This compares favorably to fiscal years 1990 through 1997, when average RPM was only 56 percent of requirements. The increases in RPM funding contained in this budget proposal and the accompanying plan for the outyears will enable the Army to stem the deterioration of its facilities between fiscal years 2000 and 2002, and begin to reduce the maintenance backlog beginning in fiscal year 2003. This commitment to funding RPM will also alleviate the need to use training funds to repair infrastructure and to support quality of life programs.

Army Modernization

Although it depends heavily on funding in the outyears, the fiscal year 2000 budget request protects our modernization efforts in two ways. First, it stems the decreases in modernization funding that began in 1986 while providing for real increases during the outyears. Second, it provides sufficient funding in the OPTEMPO, BASOPS, and RPM accounts, which would otherwise turn the modernization account into the bill payer for current readiness requirements.

Modernization is the key to future readiness. The Army must continually transform to ensure we can accomplish current and potential future missions without

knowing their exact nature. The unique challenge is to do this within expected fiscal limitations and without undue risk to the Army's people or the Nation's interests. The Army Modernization Plan is the Army's answer to meeting the challenge through its research, development and acquisition strategy. The products of the strategy are fielded systems that will provide the capabilities that we envision the Army will need to serve the Nation, while minimizing casualties, for the first part of the next century.

With this objective in mind, the five goals of the Army Modernization Plan are to: (1) digitize the force, (2) maintain combat overmatch, (3) sustain essential research and development (R&D) while focusing science and technology (S&T) on leap-ahead capabilities; (4) recapitalize the force, and (5) integrate the capabilities of the active and reserve components.

The Army's primary modernization goal is to achieve information dominance. Linking modern communications capabilities and computers within and among units, referred to as "digitization," will enable commanders, planners, and shooters to rapidly acquire and share information, and dramatically improve combat effectiveness. Digitization will increase situational awareness by allowing commanders from corps to platoon level to know where they and their forces are located, what condition they are in, and where the enemy is. This will enable commanders to seize the initiative, create opportunities, and maneuver their forces to achieve decisive outcomes, while minimizing casualties. The Army will digitize the 4th Infantry Division (Mechanized) by the end of fiscal year 2000 and the III Corps by the end of fiscal year 2004. The fiscal year 2000 budget supports this aspect of our transformation strategy.

We refer to the force with information dominance capabilities as Army XXI. It will be a hybrid force consisting of some current systems with added-on digitization capability and new "leap-ahead" systems with this capability embedded, such as the Comanche helicopter and the Crusader howitzer. In the future, using lessons learned from Joint and Army Warfighting Experiments, other advanced technologies will be leveraged to create a force, the Army After Next (AAN), with more leap-ahead systems,

which will be needed to defeat threats that might emerge two to three decades hence.

Although the Army is currently unmatched in ground combat systems, we must continue to make improvements to our current force to ensure that combat overmatch, particularly as it relates to lethality and survivability, is maintained. Such improvements in combat effectiveness require periodic technology insertions through Preplanned Product Improvement (P3I) programs. As we modernize, we must do so by brigade sets to preserve the capability to fight as combined arms teams at this level and to satisfy the requirements of the combatant commanders. P3I programs provide a less expensive method to leverage technological innovations, while sustaining our industrial base, to ensure combat forces retain the overmatch to defeat any potential adversaries.

Maintaining combat overmatch requires continuing the research and development (R&D) necessary to insert new technologies into current systems and focusing our science and technology (S&T) efforts toward developing leap-ahead technologies. Army soldiers need high quality small arms, tanks, personnel carriers, artillery, air defense, engineer support, transportation assets, field hospitals, a substantial logistical train, and a host of other systems that enable them to survive and operate in hostile and diverse environments. These soldiers deserve the best we can afford when they are deployed in harm's way; it is toward this end that we direct the Nation's best scientific and technical talent.

Since fiscal constraints have forced us to defer the acquisition of most next-generation systems, we are focusing S&T, R&D, and the industrial base on identifying and developing leap-ahead systems that will eventually equip the Army After Next. The Army's investment in science and technology is our down payment on leap-ahead systems that will allow our children and grandchildren to effectively answer our Nation's call while manning the Army of the future.

Recapitalizing the force means replacing or refitting selected old systems to ensure they remain effective, safe, and affordable to operate and maintain. This can be

achieved through individual system replacement, extended service programs (ESP), P3I, depot rebuild, or technology insertion. The objective of this effort is to ensure mission essential systems do not exceed their refit, replace, or retire (R3) points, a metric for determining when systems are no longer cost-effective to keep. Recapitalization is also important for maintaining an industrial capability to introduce leap-ahead technologies as they mature.

Modernization is often only associated with major weapon systems. Certainly, systems such as Comanche and Crusader will play dramatic roles in ensuring information dominance and demonstrating superior agility, and are therefore a mainstay of our modernization plan. In the short-term, however, we must modernize other systems through individual replacement just to recapitalize the force. For example, in the case of the venerable “deuce and a half,” the 2-1/2 ton utility truck that has been an Army icon since the 1960s, it is no longer economically viable or desirable to remanufacture systems. In cases such as this, we should field new systems such as the Family of Medium Tactical Vehicles (FMTV), which has far superior performance capabilities and will greatly reduce our operating and support costs. Fielding new systems with lower life cycle costs to replace our aging systems will enable us to save considerable taxpayer dollars over the long-term.

To ensure interoperability, new capabilities must be optimized across the Total Army. Accordingly, the Army will continue to modernize on a “first to fight” basis. From fiscal years 1992 through 1999, over \$21.5 billion in new or serviceable equipment was provided to the reserve components, through a combination of both procurement and equipment cascading. Since we will fight as one integrated team, we must modernize the reserve component elements in accordance with their respective force packages, just as we do with active component units. The Army will ensure that deployable active and reserve component units are equipped with the latest equipment that we can provide and are fully interoperable with one another. This is particularly important with respect to digitization, which will provide the backbone of command, control and communications.

Meeting the goals of the Army Modernization Plan in a fiscally constrained environment presents a great challenge. Over the last ten years, Army modernization buying power has dropped 44 percent. In addition, the challenge of meeting increased mission requirements, while taking care of people, has forced us to accept risk in recent years by canceling or delaying modernization programs. Since 1987, we have terminated or restructured over 100 programs, and delayed many others.

Achieving our modernization goals will help us to field Army XXI and “set the conditions” for the transformation to the AAN, while retaining the capability to execute the National Military Strategy today. Deferring and delaying procurement programs make realizing all of our modernization goals over the long-term difficult. In addition, this creates a more immediate situation in which many of our forces do not have the latest generation of equipment. For example, many of our light forces such as the 25th Infantry Division and the 10th Mountain Division have yet to be equipped with the Javelin, which would provide a much-needed enhancement of their anti-tank capability.

A people-intensive force such as the Army, after providing for personnel and associated costs, has relatively few funds to devote to procurement. Given what amount to our fixed operating costs, and given the substantial investments we must make to enable the pursuit of advanced technologies, simply trading off between programs will not work. A sustained commitment to providing funding for the Army's modernization programs during the outyears is necessary to ensure the Army has what it needs to accomplish its missions without undue risk.

Integrating the Army Components

Addressing Army challenges in a way that makes the most effective use of each of our components is one of our foremost objectives. Our motivation for improving integration is simple: with 54 percent of the Total Army in the reserve components and an increasing Army workload, both active and reserve components must contribute to

the Army's role in ways that optimize their capabilities.

The Army White Paper *One Team, One Fight, One Future* provides a framework for modernizing and integrating the active and reserve components to this end. Strengthening integration means that each component will actively participate in determinations of how the Total Army can best employ assets and allocate funds so that the Nation gets the greatest return on its investment in the Army. As we examine how to optimize capabilities and strengthen relationships, we are applying lessons learned from actual operations and carefully reviewing how to allocate forces to the full range of Army missions.

As a result of the expanded reserve component role in contingency operations and lessons learned from other missions, a number of other initiatives to foster seamless active-reserve relationships have received renewed attention. In addition to the Divisional Teaming pilot program mentioned above, we will be exploring new multi-component organizational designs to increase integration and enhance effectiveness. During fiscal year 1999, two integrated divisions, one at Fort Riley and one at Fort Carson, will be created. Each will be comprised of Army National Guard enhanced Separate Brigades (eSBs) under a division headquarters commanded by an active component Major General. This division headquarters will be responsible for the training, readiness, and mobilization of the division's eSBs. A plan for incorporating Army National Guard companies into active component light infantry battalions is also under study. As we explore new force mixes and new pairings of units, we will continue to balance new equipment fielding and distribution with evolving organizational concepts.

Two years ago, the Army National Guard Division Redesign Study (ADRS) recommended the conversion of approximately 48,000 personnel authorizations currently in Army National Guard combat force structure to provide required combat support and combat service support structure. Between fiscal years 2000 and 2005, the Army National Guard will convert six combat brigades (19,000 soldiers), with the

balance of the conversion, six additional brigades, taking place by the end of fiscal year 2009. This conversion will provide combat support and combat service support force structure that will enhance the integrated capabilities of Army components.

The integration of reserve component personnel into the new heavy division structure is a major initiative for the Total Army. Along with a range of other initiatives, and operational realities, this is indicative of our mutual commitment to give the Nation the greatest return for its investment in the Total Army, and to strengthen the fabric of the Army and its ties to the Nation it serves.

Army Efficiencies

The Army has realized, and continues to realize, substantial savings through aggressive efforts to increase its efficiency. With increasing requirements and decreasing resources, we must do all we can to help ourselves. Through such areas as infrastructure reduction, a range of logistics and contracting initiatives, and significant progress in numerous Defense Reform Initiatives (DRI), the Army plans to realize approximately \$10 billion in savings during the budget year and the outyears. These savings will be used to help fund critical requirements. We will continue to expand our efforts to reap savings from efficiencies.

The closing of certain Army bases under the Base Realignment and Closure (BRAC) process has been a helpful source of efficiencies for the Army. The Army has already closed 102 of the 112 bases scheduled for closure within the United States, and has nearly completed all of the 667 bases scheduled for closure overseas. The Army BRAC program is now yielding more in savings than it costs to execute. Additional base closures will produce more cost-effective savings. Other infrastructure-related efficiency initiatives include privatizing utilities and housing at Army installations and eliminating unneeded buildings. In fiscal year 1998, the Army completed the seventh year of a Facilities Reduction Program that has divested more than 57 million square feet (MSF) of excess infrastructure. By the end of fiscal year 1999, we expect to have

eliminated another seven MSF at a cost of \$99.6 million in RPM. The Army supports future BRAC rounds that will enable it to reshape its infrastructure, streamline its installations, and reallocate scarce resources to higher priorities, such as sustaining quality of life and modernizing the force.

In the logistics arena, the Army is pursuing a number of initiatives which offer potential savings of over \$2 billion between fiscal years 1998 and 2003. The initiatives follow three strategies to achieve cost savings: inventory reduction through better management and faster delivery, demand reduction through increased component reliability, and cost reduction. Army Total Asset Visibility (ATAV) is an example of an initiative that is improving efficiency and joint warfighting capability. ATAV employs existing and emerging information technologies to furnish managers and leaders with information on the quantity, condition, and location of assets worldwide. The application of Radio Frequency (RF) technology, laser optics, and bar coding are enabling Army logisticians to monitor cargo movements, redirect crucial shipments, and locate critical supplies, even while in transit. Current capability provides visibility of more than three million types of equipment and supplies throughout the Army and the Department of Defense.

Over the last ten years, the Army has made great progress in increasing the efficiency of its business processes. Our implementation of the DRI has already yielded results which are reflected in the Future Years Defense Program (FYDP). In several areas, we are leading the Department of Defense's implementation of these initiatives. For example, the Army has the Department of Defense's highest usage rate (95 percent) of the Government Purchase Credit Card. We are also a leader in implementing "paperless contracting," and are scheduled to field the Standard Procurement Systems early next year. Overall, the Army has reduced its cost to contract per dollar obligated by over 50 percent in the last 14 years.

The Army has also been an aggressive advocate of outsourcing or privatizing when it will save taxpayer dollars without affecting the Army's ability to accomplish its

missions. For example, the Residential Community Initiative (RCI), which privatizes the development, maintenance, and management of Army family housing, is an initiative that will allow the Army to focus on its core competencies while providing a better quality of life for its families at a lower cost. Just as warfighting experimentation allows the Army to get the most capability for the dollar, pilot projects such as RCI allow the Army to seek ways of getting a greater return on quality of life for the dollar. Other initiatives and DRI efforts, in areas such as the Revolution in Military Logistics (RML), acquisition reform, A-76 cost competitions, and infrastructure management, have allowed the Army to achieve efficiencies that will continue to yield benefits in the years ahead.

Serving the Nation: Today and Tomorrow

The Army is making a vital contribution to the National Military Strategy by ensuring peace and stability wherever American interests are at stake. While the Army promotes America and our way of life by exporting our values and ideals through its direct contact with many parts of the global community, it also remains ready to achieve decisive results through force if necessary. While the Army must continue to monitor and address factors that may affect its ability to serve the Nation, you can rest assured that your Army is on call, and will get the job done whenever and wherever necessary.

How do soldiers, many of whom until recently were young, inexperienced citizens, accomplish all that they do for the Nation? The answer is simple. America's Army has served America for over two centuries by developing and nurturing young Americans from all walks of life and turning them into professional warriors and caring ambassadors of goodwill. The Army is not only a great steward for the resources you provide us, but a great steward of the lives of America's sons and daughters. We can all be truly proud of our Army and what it produces on behalf of our Nation.

I am very pleased to represent the Army before you here today. I look forward to working with you to ensure that the Army remains an effective and efficient organization

in its service to our country, and that it continues to represent the best that America has to offer.

Thank you, Mr. Chairman and Members of the Committee, for all you have done for the Army, and thank you for this opportunity to appear before you on behalf of the Army. I look forward to your questions.