

STATEMENT BY

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2025 was a momentous year for the United States Army. We celebrated 250 years of American Soldiers serving, sacrificing, and defending our great Nation and kicked off the next 250 years with fundamental reforms to our systems, processes, organizations, and capabilities. With Congress's help, we built momentum to ensure our Army remains unmatched anywhere in the world. If our first 250 years taught us anything, it is that a strong Army is in every American's interest. There are always challenges on the horizon, and our Army must continuously adapt and overcome.

Just as we started momentous change, so did the world—and warfare. On one hand, Russia and Ukraine maintained a gritty, grinding frontline reminiscent of 1918. On the other, Ukraine demonstrated the fundamentally disruptive power of emerging technologies. The “12 Day War” showed that comprehensive, integrated air defense can never be taken for granted. And emerging, converging technologies—like artificial intelligence, advanced manufacturing, materials science, batteries, sensors, and more—have already turned science fiction into battlefield reality across the globe.

Our world is at an inflection point where disruptive transformation now will mean victory in the future. America's Army must change now. It must be unshackled from waste and inefficiency, or Soldiers will pay the greatest price. We are reminded of our steadfast obligation to our Soldiers and their families who bear the cost. Our hearts go out to the teammates and families of those who we recently lost in the Middle East and elsewhere over the past year.

Army Transformation – 2025 Successes

The Army Transformation Initiative (ATI), launched in 2025, marked the beginning of a comprehensive effort to modernize systems, processes, and capabilities. This initiative was designed to address inefficiencies, eliminate waste, and deliver war-winning capabilities to

Soldiers faster. ATI achieved transformational momentum through many quick wins that will compound and manifest through fundamental change.

Getting Rid of Waste and Inefficiency

One of the first steps in ATI was unburdening Soldiers of excess and obsolete equipment, gear, and requirements. Soldiers spend weeks and months of their careers inventorying and maintaining equipment they would rather not take to combat. Taxpayers' hard-earned money should not be spent maintaining systems that no longer align with the Army's operational needs. To realign resources, the Army began phasing out the HMMWV, a vehicle that served its purpose during the Global War on Terror but is no longer suited for future conflicts. We began phasing in the Infantry Squad Vehicle (ISV), which is produced with 80 percent commercial components, costs less, is logistically sustainable, and can be repaired using commercial supply chains. This platform is being fielded across infantry and warfighting formations, enhancing mobility and reducing logistical burdens.

Rapidly Deliver for Soldiers

Acquisition reform was another cornerstone of ATI. By consolidating twelve Program Executive Offices (PEOs) into six Portfolio Acquisition Executives (PAEs) and creating the Pathway for Innovation and Technology (PIT), the Army reduced bureaucracy and teamed warfighting leaders with acquisitions and contracting professionals to facilitate concurrent, not sequential, processes. This could allow us to reduce delivery timelines by years. The restructuring also allows leaders to shift resources within their portfolios to address high-priority needs without waiting for a full budget cycle. The FUZE initiative, which combines programs like xTech, SBIR, and STTR into a \$750 million annual fund, is accelerating innovation and

transitioning prototypes into full-scale production. These reforms are not just about efficiency; they are about ensuring Soldiers receive the capabilities they need when they need them.

Reduce the Bloat

The Army also took steps to reduce inefficiencies within its organizational structure, including reducing Headquarters Department of the Army by 1,000 personnel and combining 2-, 3-, and 4-star commands to streamline processes and reduce redundant efforts. Army Futures Command and Training and Doctrine Command are now combined under Transformation and Training Command (T2COM); Army North, Army South, and Forces Command have been consolidated under Western Hemisphere Command (WHC). These consolidations and billet reductions have improved decision-making and resource allocation and are allowing the Army to push field grade leaders back to fighting formations where they belong.

Continuous Transformation – Maintaining Momentum in 2026/2027

ATI was a positive first step, but only the first. Our transformation is not a one-time effort; it is a continuous process that requires sustained focus and commitment. As we move into 2026 and 2027, the Army is focused on fulfilling its core purpose to man, train, and equip the greatest land fighting force on earth.

Man (Improve Soldier Quality of Life and Experience)

The Army recognizes that people are its greatest asset. To improve the Soldier experience, we have launched several initiatives in response to Secretary Hegseth’s “Clean, Comfortable, Safe” mandate and the establishment of the Barracks Task Force. The Barracks Task Force’s investments include \$524 million in Army barracks renovation and modernization. Pilots for high-speed WiFi have already begun at installations like Fort Riley and Fort Wainwright, ensuring Soldiers have access to the connectivity they need. These efforts are

complemented by new policies that improve accountability and efficiency, such as requiring Directorate of Public Works (DPW) to confirm work orders are resolved before being closed.

Campus Style Dining is transforming dining facilities to provide healthier food options and a better overall experience. This initiative is being rolled out across installations, with pilots already underway at Fort Hood, Fort Carson, and Fort Bragg. The Military Spouse Career Accelerator Program, launched in January 2026, offers 12-week paid fellowships to support long-term employment for military spouses. These initiatives are not just about improving living conditions; they are about creating an environment where Soldiers and their families can thrive.

Train

The Army is revolutionizing training across all levels. Professional Military Education (PME) reform is modernizing officer education programs by integrating them with Arizona State University to enhance curricula and delivery methods. This partnership will ensure that our leaders are equipped with the knowledge and skills needed to navigate the complexities of modern warfare.

For our Army to be ready for the future, training at echelon must be tough and realistic. Combat Training Center (CTC) reform is incorporating advanced enemy drone and electronic warfare threats into training scenarios to prepare Soldiers for future conflicts. Additionally, exercises like Fly Trap and other Army Service Component Command (ASCC) events are providing Soldiers with an opportunity to focus on UAS threats and test counter-drone technology and protection capabilities. These efforts ensure that our Soldiers are not only ready for today's challenges but are equipped to face the evolving nature of warfare.

Units are also incorporating iterations of Next Generation Constructive into training – using the game space to build competency with new effects, sensors, and vehicles.

Equip (Deliver Tech to Soldiers Fast)

The Army is rapidly fielding new technologies to ensure Soldiers have the tools they need to succeed and the #1 priority in that effort remains the Network. Next Generation Command and Control (NGC2), piloted by the 4th Infantry Division and now 25th Infantry Division, integrates data, sensors, and shooters into a seamless ecosystem, enhancing decision-making and lethality. This system is being tested and refined through exercises like Ivy Sting and Lightning Surge, which will validate its capabilities at scale and allow us to continually refine our data architecture.

Counter-Unmanned Aerial Systems (c-UAS), led by the Army's Joint Interagency Task Force (JIATF) 401, is addressing the growing threat of malign drone activity through a layered approach that includes jamming, kinetic, and non-kinetic measures. To ensure that we stay agile to the varying missions and environments of our formations, the Army launched a c-UAS marketplace in March 2026 to help units procure the best systems for their needs.

Recognizing that the Army still needs robust combined arms capability in the future to seize and hold terrain, we continue to prioritize lethal, survivable platforms for the future fight that can be rapidly updated to account for evolving threats. The new M1E3 tank – launched in January 2026, 5 years ahead of schedule – is lighter, more fuel efficient, more lethal, and better suited for future conflicts. It features commercial parts – like a Caterpillar engine– which will allow us to leverage our industry partners' organic production, distribution, and parts architecture. Additionally, its modular open systems architecture (MOSA) will allow us to rapidly update software and hardware. This platform represents the Army's commitment to leveraging industry best practices and adopting commercially available solutions – a framework

that will continue to be applied as we accelerate development of the MV75 “Cheyenne” tiltrotor and XM30 Infantry Fighting Vehicle.

To ensure that our Organic Industrial Base is ready for the future fight, we continue to invest in its modernization.

Risks & Mitigation

Not Transforming Fast Enough

The Army faces several risks in its transformation efforts. The first is the risk of not transforming fast enough. Agile funding and policy reforms are critical to maintaining momentum and ensuring Soldiers receive the capabilities they need. For example, the Army is advocating for the “right to repair” policy to reduce delays and costs associated with equipment maintenance. Meanwhile, we are looking at our own contract-writing processes to ensure that we are maximizing flexibility for the Army.

We will also leverage the opportunity presented by budget line consolidations, which will allow the flexibility to always buy the best available equipment and provide our Soldiers with lethal, survivable technology even as the battlefield rapidly evolves.

Transforming in the Wrong Places

The second risk is transforming in the wrong places. As evidenced by platforms like the M1E3, the Army *can* rapidly deliver lethal, survivable equipment to our formations, and we can do it through modular systems that we can improve over time. We should direct our resources to developing battle-winning technology, rather than continuing to build, maintain and upgrade technologies that don’t meet future operational needs.

We are also working to effectively coordinate and scale innovative technology so that we are not over-indexing on certain equipment or wasting time and resources on duplicative innovation efforts across the Army.

Budget Uncertainty

The third risk is budget uncertainty. Without predictable, on-time funding, we are challenged to adapt at pace to a battlefield that is changing in a matter of days, not years. Leveraging private partnerships and innovative funding mechanisms mitigates fiscal challenges and ensures the Army can continue its modernization efforts.

Conclusion

The Army's transformation is not just about modernization; it is about ensuring the American Soldier remains the cornerstone of our national defense. With Congress's continued support, we will adapt, innovate, and overcome the challenges of tomorrow.