

**RECORD VERSION**

**STATEMENT BY**

**GENERAL JAMES J. MINGUS  
VICE CHIEF OF STAFF  
UNITED STATES ARMY**

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## **Introduction**

Chairman Bergman, Ranking Member Garamendi, and distinguished members of the Subcommittee, thank you for the opportunity to testify on the readiness of our Nation's Army. On behalf of the Secretary of the Army, Honorable Daniel Driscoll, and the Chief of Staff of the Army, General Randy George, we appreciate this Subcommittee's work in ensuring that the Army is not just resourced but fully prepared for the demands of today's missions and the uncertainty of what comes next.

## **Delivering Combat Ready Forces Today**

The Army remains engaged worldwide, responding to immediate security challenges while modernizing to ensure long-term readiness. More than 109,000 Soldiers across 140 countries support global operations, strengthen alliances, and maintain deterrence. At the same time, the Army is transforming its force to increase lethality, survivability, mobility, and operational reach. Investments in training, force posture, and modernization ensure readiness for both immediate and future demands.

Combat Training Centers provide the toughest and most realistic training outside of combat. Over the past year, rotations at the National Training Center, Joint Readiness Training Center, and Joint Pacific Multinational Readiness Center demonstrated improvements in battlefield agility, joint integration, and rapid decision-making. Units are advancing their ability to employ long-range fires, electronic warfare, and counter-drone capabilities while operating seamlessly with Joint and coalition partners.

Every Active Component Brigade Combat Team (BCT) in the Army, except three Infantry BCTs supporting the Immediate Response Force, is scheduled to deploy in support of Combatant Command requirements. The Army is operating at full capacity to meet today's operational priorities. We remain fully committed to global operations, including Operations SPARTAN SHIELD and INHERENT RESOLVE, which focus on building partner nation capacity and counter-ISIS efforts.

In the Indo-Pacific, the Army is expanding its presence through Operation PATHWAYS, bolstering deterrence and interoperability with Allies and partners. Participation in exercises such as TALISMAN SABRE, SUPER GARUDA SHIELD, and

BALIKATAN reinforces the Army's critical role in the region. These investments improve force positioning, sustainment, and warfighting capabilities in key areas, including long-range fires, air defense, deep sensing, and contested logistics. Forces stationed west of the International Date Line now include a rotational Multi-Domain Task Force with Mid-Range Capability and precision strike missiles, a Watercraft Company in Japan, and additional air defense capabilities in Guam.

In Europe, the Army is currently advancing deterrence through force presence, joint exercises, and infrastructure improvements. For the Joint Force, prepositioned stocks provide a strategic advantage in rapid response. Six European sites house a division-sized set of equipment with corps-level enablers, including two Armored Brigade Combat Teams, fires, air defense, sustainment, and medical units.

Sustaining high readiness requires continuous modernization and investment in the industrial base. The Organic Industrial Base Modernization Implementation Plan is a 15-year, \$18B initiative upgrading 23 depots, arsenals, and ammunition plants. Since October 2023, \$1.5B has been directed toward modernizing critical infrastructure. The FY25 budget includes another \$1.5B for further improvements, including a 450,000-square-foot ammunition production facility at Lake City Army Ammunition Plant and the first domestic TNT production facility since the 1980s, set for construction in Graham, Kentucky.

### **Continuous Transformation: From Concept to Capability**

The Army is moving quickly to adapt, field new capabilities, and restructure its formations to outpace our adversaries. Transforming in Contact (TiC) delivers results in cycles as short as 12-to-18 months, ensuring that forces are always evolving. In the past nine months, TiC introduced eleven new capabilities to brigade combat teams from the 101<sup>st</sup> Airborne Division, 25<sup>th</sup> Infantry Division, 10<sup>th</sup> Mountain Division, and 34<sup>th</sup> Infantry Division. These units tested mobile and light brigade designs across multiple combat training center rotations, refining tactics, techniques, and procedures, and employing next-generation technologies to shape future Army formations.

This effort is expanding. In FY25, TiC 2.0 will scale to drive transformation across all brigade combat teams and enablers in the 25<sup>th</sup> Infantry Division and 101<sup>st</sup> Airborne

Division, as well as select Armored BCTs from 1<sup>st</sup> Cavalry Division and 3<sup>rd</sup> Infantry Division as well as Stryker BCTs formations from 2<sup>nd</sup> Cavalry Regiment and 7<sup>th</sup> Infantry Division. It will also extend to all three Multi-Domain Task Forces. TiC 2.0 further integrates Army National Guard units, including the 38<sup>th</sup> Infantry Division, 138<sup>th</sup> Field Artillery Brigade, 76<sup>th</sup> Mobile Brigade Combat Team, and the 116<sup>th</sup> Light Brigade Combat Team. These new capabilities include, counter-UAS Detect and Defeat systems, Silent Tactical Energy Enhanced Dismount (STEED) technology, Infantry Squad Vehicles (ISV), and the Low Altitude Stalking and Strike Ordnance (LASSO) weapon system.

The Army is fielding TiC divisions with specialized C-sUAS equipment to detect, jam, and neutralize aerial threats from fixed sites and mobile platforms. In the Middle East, the Army is also integrating directed energy into its layered defense design, through High Energy Laser prototypes operating as palletized systems and hosted on its Maneuver Short-Range Air Defense (M-SHORAD) Stryker vehicles.

The fight for dominance in the electromagnetic spectrum is intensifying. The spectrum is saturated with adversary, commercial, partner, and U.S. military systems. To integrate capabilities into training and operations, the Army is fielding Terrestrial Layered System Manpacks to multiple brigade combat teams, enabling them to detect, intercept, and disrupt enemy command and control networks critical to ground maneuver forces. The goal is an agile, responsive electronic warfare capability that operates seamlessly across ground, air, maritime, cyber, and space domains.

Additionally, the Army continues developing Launched Effects (LE), a family of operationally consumable Uncrewed Aircraft Systems that are launched from both air and ground platforms to enhance the overall range of lethal and non-lethal effects. In July 2024, the Army enhanced LE by increasing payload capacity and adding modularity.

Success in these efforts depends on training forces to operate, maintain, and integrate these capabilities. Combat Training Centers have incorporated UAS, counter-UAS, and electronic warfare into large-scale exercises, exposing units to realistic battlefield scenarios. Home-station training equips leaders to coordinate airspace,

sustain systems, and train personnel. Army Cyber Command is also conducting a radio frequency effects pilot to identify gaps and update training, policy, and force structure requirements. Pre-deployment training programs continue to refine unit skills, and the Joint C-sUAS University at Fort Sill, Oklahoma, is providing advanced instruction tailored to emerging threats.

## **Transforming Our Capabilities**

The Army continues prioritizing capabilities that will define the future fight, prioritizing command and control, integrated air and missile defense, long-range precision fires, mobility, protection, and contested logistics. We are accelerating modernization, combining cutting edge technologies, and rapidly fielding capabilities at scale.

**Command and Control:** For the past two decades, the Army's command and control (C2) architecture centered around counterinsurgency and brigade combat teams as the primary maneuver force. That structure does not hold up against modern adversaries with advanced electronic warfare, long-range precision fires, and within contested communications environments. To address these challenges, the Army is changing how it commands and fights by shifting to more agile, survivable, and data-driven C2 networks. In August 2024, the Army started with C2 Fix to streamline tactical networks, reduce complexity, and enhance mobility by minimizing electromagnetic signatures and improving on-the-move communication.

While C2 Fix addresses immediate operational needs, Next Generation Command and Control (NGC2) seeks to create a more adaptable and modular network for future operations. This integrated network allows commanders to make faster decisions, minimize risks from long-range fires by adversaries, and lessen vulnerability to electronic and cyberattacks. NGC2 adopts a competitive, open architecture model that allows multiple vendors to contribute technology, ensuring continuous updates as lessons are learned and threats evolve. Central to NGC2 and the unified network architecture is a robust data and cloud backbone. In March 2025, the Army will execute Project Convergence - Capstone 5 to test NGC2 in realistic battlefield conditions and prepare for full-scale implementation.

**Integrated Air and Missile Defense:** Integrated Air and Missile Defense (IAMD) remains a critical priority for FY25, and our investments reflect our commitment to developing a robust, layered defense system capable of addressing current and future challenges. Our air and missile defense forces are the most heavily deployed, with ongoing demand across multiple Combatant Commands. To enhance readiness, the Army plans to increase its air and missile defense capacity by adding one M-SHORAD Battalion and three Division Air Defense Battalions by 4QFY25. Additionally, in line with TAA 25-29, the Army is implementing a series of force structure changes aimed at improving our ability to project power, protect critical assets, and maintain overmatch against potential adversaries. These changes include the establishment of nine Integrated Fire Protection Capability (IFPC) Battalions, a Patriot/IFPC Composite Battalion in Guam, and two additional Patriot Battalions.

Major modernization efforts within this portfolio focus on four critical systems: Integrated Air and Missile Defense Battle Command System (IBCS), Lower Tier Air and Missile Defense Sensor (LTAMDS), IFPC, and M-SHORAD. In FY25, the Army is fielding the Integrated Battle Command System (IBCS) to three Patriot Battalions in Fort Bliss, Texas, Germany, and the Republic of Korea. These efforts will significantly increase our overall air and missile defense capabilities and enable operators to optimize the best sensor-effector option for engagements in the Indo-Pacific and other theaters of operation. In keeping with POTUS and the Department's priorities, we will also be supporting the research and development of Golden Dome in partnership with our sister Services and agencies.

**Fires:** The Army delivers advanced long-range strike capabilities to strengthen deterrence, enhance readiness, and support Joint Force operations in key regions. In December 2024, we conducted an end-to-end flight test of the Long-Range Hypersonic Weapon, launching a hypersonic missile using the Transporter Erector Launcher and a Battery Operation Center. With the successful flight test, the first combat-capable units will be operational by the end of 2025. To enhance long-range strike capabilities, the Army developed the Precision Strike Missile (PrSM), a next-generation surface-to-surface ballistic missile intended to engage critical targets on the battlefield under all

weather conditions. We increased the production capacity for PrSM with plans to procure 400 missiles in FY25.

The Army invested \$755M from the 2024 Ukraine supplemental to surge production of the Patriot Advanced Capability-3 Missile Segment Enhanced. Annual missile output is set to increase from 550 to 650 by FY27, with production on track to reach 550 by the end of 2QFY25. Additionally, the Mid-Range Capability system features a road-mobile precision fire weapon that can target locations over 2,000 kilometers away. Recently, a second battery deployed to the Indo-Pacific to support rotational forces, with three more batteries currently in production.

**Mobility:** The Army is modernizing its combat vehicle and aviation fleets to enhance lethality, mobility, and protection while developing next-generation capabilities. The Infantry Squad Vehicle (ISV) improves tactical mobility for Infantry BCTs, enabling medium-distance insertion operations with greater freedom of movement and action. In the 1QFY25, the Army fielded 136 ISVs to BCTs in the 10<sup>th</sup> Mountain Division and 25<sup>th</sup> Infantry Division, increasing their ability to maneuver rapidly across complex terrain. The Armored Multi-Purpose Vehicle (AMPV) replaces the M113 in Armored BCTs, improving survivability, power, and cooling. In FY25, the Army will field 240 AMPVs with funding from the base budget and the 2024 Ukraine supplemental.

Aviation proficiency and safety remain top priorities, and the Army is taking immediate steps to mitigate risk while working to build and retain experience levels over the long term. A shortage of mid-career warrant officers has led to lower aircrew experience, prompting the Army to offer Aviation Bonuses to retain skilled, retirement-eligible pilots. Furthermore, disruptions in executing the FY24 Flying Hour Program due to unpredictable funding, hindered the ability of commanders to fully conduct training. Active Component aviation is currently flying 4.3 percent below FY25 projections, affecting readiness.

**Protection:** Through informed, iterative developments, we are consistently advancing our protective equipment to best protect Soldiers under a variety of operational conditions with options to scale the protective system to match the threat while minimizing the Soldier load. A lighter protective vest means greater mobility, faster

movement, and increased lethality without sacrificing survivability. As Soldier gear evolves, the Army is developing the Lightweight Small Arms Protective Insert (LSAPI), which uses advanced materials to provide the same level of protection at 30 percent less weight than the current Enhanced Small Arms Protective Insert (ESAPI) GEN III. The LSAPI is expected to be approved by the second quarter of FY25.

**Sustainment:** Future conflicts will target logistical networks, cyber infrastructure, and key deployment hubs. The Army's ability to move supplies quickly is critical to sustaining combat power, but with 70 percent of sustainment formations in the Reserve Component, mobilizing logistics at scale remains a challenge, particularly without early warning.

To enhance sustainment operations, the Army is exploring various innovative solutions to provide options for combatant commanders. We are leasing commercial watercraft to rapidly increase readiness while also exploring long-term investments in autonomous systems. Additionally, we are utilizing the expertise of Army Materiel Command to 3-D print parts, which helps reduce our logistical tail. Furthermore, the Army is implementing the Disconnected Operations initiative, which integrates Predictive Logistics (PL) and Enterprise Business System-Convergence (EBS-C). EBS-C will consolidate logistics data into a single, authoritative system, improving accuracy, transparency, and auditability while ensuring that our forces remain mission-ready.

## **Recruiting and Retention**

The Army is bringing in the right people, investing in their potential, and preparing them for the challenges ahead. The success of the FY24 recruiting mission reflects this strategy, as the Army surpassed its goal of 55K accessions by bringing in 55,150 Soldiers and maintaining a delayed entry pool (DEP) of 11K. That momentum continues into FY25 with an increased mission of 61K new accessions and a Delayed Entry Program (DEP) target of at least 10K. Achieving these goals requires sustained effort, but the Army is building on a solid foundation. The successes of FY24 and expectations for FY25 stem from transformative efforts within the Recruiting Enterprise, involving improved recruiting processes, training, leadership, marketing, medical support at MEPS, and improvement towards Recruiter quality of life. Notably, the Future Soldier



Prep Course, established in 2022, has enabled 33,560 trainees to overcome academic and fitness barriers and progress to basic training.

### **Quality of Life Investments**

As operational demands grow more complex, maintaining human performance must remain a priority. For generations, Soldiers have pushed their bodies and minds to the limit without the tools needed to sustain peak performance. The focus remained on treating injuries instead of preventing them and expected resilience without the integrated support systems to develop it. Holistic Health and Fitness (H2F) is changing that by integrating strength coaches, athletic trainers, physical and occupational therapists, dietitians, and program coordinators directly into units. This approach ensures that Soldiers recovering from injuries rebuild strength under expert guidance and that young Soldiers receive proper training from the start. Science-backed methods are replacing outdated fitness habits, significantly enhancing performance in combat and promoting long-term health.

H2F currently supports 55 percent of the force, with 71 brigades fully resourced by the end of FY25. While this is progress, too many Soldiers remain without access to these resources. The next phase adds 91 H2F teams to the Active Component and launches a two-year pilot at four Army National Guard and two Army Reserve locations. This pilot will refine how to implement H2F for part-time formations, ensuring that Soldiers outside the Active Component receive the same level of expertise.

Health and well-being extend beyond fitness. The conditions where Soldiers live impact their quality of life, performance, and ability to focus on the mission. Barracks improvements remain a key priority, with over \$2.1B allocated annually for military construction, sustainment, restoration, and modernization from 2026-2030. Every barracks type will receive full sustainment funding. In FY24 alone, \$1.092B went toward new construction and upgrades, creating 1,910 new bed spaces and improving nearly 7,500 existing ones.

Moreover, between 2020 and 2024, privatized housing providers invested over \$1.3B to build 439 new homes and renovate more than 14,000 existing ones. In FY24, the Army contributed \$50M each to Fort Eisenhower, GA, and Fort Leonard Wood, MO,

supporting the construction of 76 new homes and 22 major renovations at Fort Eisenhower. A contract awarded in 2024 will add 75 homes at U.S. Army Garrison-Miami by Summer 2027, while 26 homes at Tobyhanna Army Depot are scheduled for demolition and replacement.

Providing high-quality food options is another essential step in improving Soldier well-being. Traditional dining facilities no longer meet the total needs of today's force. Soldiers require flexible, nutritious dining options that fit their schedules and fuel performance. Over the past year, the Army expanded access to food kiosks, food trucks, and meal prep programs. More than one million meals were purchased from kiosks in FY24, demonstrating a clear demand for accessible, high-quality dining options. Today, 26 food trucks and 23 kiosks operate on installations, with five additional kiosks scheduled to open by September 2025.

To further modernize dining, the Army is launching the Campus-Style Dining Venue pilot at Fort Bragg, North Carolina; Fort Stewart, Georgia; Fort Cavazos, Texas; Fort Drum, New York; and Fort Carson, Colorado. This model creates a more contemporary food service experience similar to what is available on university campuses. Soldiers will benefit from a wider variety of meal choices, healthier options, and greater flexibility in their dining experience. This initiative will also help the Army gather information on what, when, and where Soldiers are eating, allowing the Department to tailor each program to better support the needs of every installation. By expanding food access, the Army enhances performance, accelerates recovery, and ensures Soldiers receive the nutrition they need to perform their best.

## **Closing**

A modern, capable force is not built in a single budget cycle. It takes years of sustained investment, careful planning, and a commitment to keeping pace with an evolving adversary. The Army is making deliberate choices now to ensure that when conflict emerges, Soldiers have the weapons, training, and support they need to win. Hypersonic missiles, unmanned systems, and advanced air defense are being fielded on schedule. Formations are being reorganized to fight smarter and sustain longer. Investments in barracks, housing, fitness, and nutrition are strengthening the foundation of readiness.

For several years, the Army has stretched the same budget over a growing list of requirements. We can prioritize, we can tighten, and we can innovate, but at some point, trade-offs become losses. These are not abstract choices. Every dollar we allocate to maintaining force structure is a dollar we cannot invest in new capabilities. Every investment in modernization pulls resources away from training the force we have today. Readiness, our ability to fight and win tonight, must be balanced against the need to prepare for future conflicts. There is no perfect answer, and every decision carries risk.

We are taking a hard look at where we can streamline, consolidate, or step away from specific infrastructure, capabilities, and programs. Some of these choices are clear-cut. Others are difficult. Scaling down in one area may free up resources, but it can also limit our ability to respond to crises, surge forces, or sustain operations.

Our adversaries are not waiting for us to catch up and they are not making the same compromises we are. Our Soldiers will always give everything they have. They will push through resource constraints, make do with less, and find ways to succeed because that is who they are. But we should not put them in that position. The Army will always adapt and find ways to win, but it is our responsibility to ensure that it is never a fair fight. Our Soldiers should always have the best training, the best equipment, and the advantage in every battle.

This is about what kind of Army we want to put in combat. One that is postured to win or one that is constantly closing gaps. That decision is being made right now, and the consequences will last far beyond this year or the next.