

STATEMENT BY

MR RICH GORMAN

**EXECUTIVE DIRECTOR / CHIEF OPERATING OFFICER
FAMILY AND MORALE, WELFARE AND RECREATION COMMAND**

BEFORE THE

**SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES**

FIRST SESSION, 112TH CONGRESS

**ON ARMY FAMILY, MORALE, WELFARE AND RECREATION
PROGRAMS**

FEBRUARY 9, 2011

**NOT FOR PUBLICATION
UNTIL RELEASED
BY THE COMMITTEE ON
ARMED SERVICES**

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Mr. Chairman and Members of the Subcommittee, I am privileged to appear before you to share some of the ways we honor our Soldiers for their service and sacrifice. In architecture, a keystone is the wedge-shaped piece at the crown of an arch that locks the other pieces in place. In the Army, Soldiers are that keystone; they lock all the other parts in place. Everything I do every day is designed to support Soldiers. Sometimes the support is direct; at other times it is indirect through support for their Families. But it is always with the Soldier uppermost in mind.

SUPPORT TO DEPLOYED SOLDIERS

Morale, Welfare and Recreation (MWR) serves Soldiers wherever Soldiers serve. That includes those at Camp Arifjan as well as those at Fort Wainwright -- from Camp Liberty to Fort Leonard Wood -- in Afghanistan and Fort Bragg. It was once heralded that "the sun never sets on the British Empire;" I can claim without exaggeration that is now true of MWR programs. I am proud to say Soldiers can expect a basic level of MWR support wherever they may be assigned.

MWR programs help Soldiers maintain physical fitness, alleviate combat stress by temporarily diverting Soldiers' focus from combat situations during deployments, and foster total Army Family readiness, as mission accomplishment is directly linked to Soldiers' confidence that their Families are safe and capable of carrying on until they return home from deployment.

Emergency Essential Civilian MWR professionals, continue to deploy to serve Soldiers in forward deployed units. Their most significant task is coordinating

entertainment throughout the deployed theater. From scheduling performances, securing venues, and transporting entertainers to coordinating logistical and promotional requirements, MWR professionals gain the ultimate recreational experience serving in the deployed theater. Our recreation facilities feature theaters, electronic game stations, traditional board games, ping-pong, paperback book libraries and preloaded audio books.

Fitness facilities include pools, cardiovascular and strength training equipment, and assorted free weight equipment. Soldiers too remote to visit recreation or fitness facilities can take advantage of easily transportable Recreation, Theater in a Box, and Internet/Electronic Game Kits. These isolated Soldiers also have access to TRX Fitness Kits to help maintain their personal strength. Most recently, 2,275 Recreation Kits, 605 Internet/Electronic Game Kits, 315 Theater in a Box Kits, and 24,075 TRX Fitness Kits have been issued to Soldiers to contribute to their overall well-being and readiness.

The Edelweiss Lodge and Resort, Hale Koa Hotel, and Shades of Green continue to provide discounted guest room and food and beverage packages for Service members and their sponsored guests during mid-tour leave or upon return from either Afghanistan or Iraq. These rest and recuperation programs remain a popular destination choice for Soldiers and their Families.

SUPPORT TO FAMILIES

Families have been, and will continue to be, a top priority for the Army. "The quality of the lives of our military and their Families means a great deal, because in the history of our all-volunteer forces, we've never asked so much of so few. We've seen the huge burden of eight years of war on our troops - tour after tour, year after year, missing out on moments that every parent treasures: a baby's first steps, the first words, the day the training wheels come off the bike, birthdays, anniversaries." These were the words of the First Lady in speaking to a group of military spouses at Bolling Air

Force Base last year. This year, the President underscored Executive Branch support for military Families when he announced, on January 24th, a comprehensive Federal approach to supporting military Families through 50 initiatives by 16 Federal agencies. These programs focus on the four strategic priorities that address the primary challenges facing military families: enhancing well-being and psychological health, ensuring educational excellence for military children, developing career and educational opportunities for military spouses, and increasing the availability of child care.

No less than the First Family, the Congress continues to demonstrate strong support for Soldiers and their Families in myriad ways. Added evidence of that support is the recent establishment of the Congressional Military Family Caucus, to which many of you belong. You have long recognized that service in the military is not just a job, but rather is a Family commitment to the Nation. The Caucus plan to educate Members and staff on resources for military Families and on the special challenges those Families face will help raise awareness and focus legislative efforts.

Soldiers, Families, and Civilians are our greatest strategic asset and are the strength of our Army. The Army has long recognized that if we don't retain the Family, we won't retain the Soldier. Leadership has taken bold steps to ensure we retain Families by improving quality of life through a smorgasbord of meaningful initiatives, a few of which I would like to highlight.

The Army Family Covenant: In October 2007, the Army leadership unveiled the Army Family Covenant, to express the Army's commitment to caring for Soldiers and Families by providing a strong supportive environment where they can thrive and that will enhance their strength and resilience. The Army Family Covenant has institutionalized the Army's promise to provide Soldiers and their Families with a quality of life that is commensurate with their service to the Nation. The Soldier Family Action Plan provided the original roadmap to operationalize the Army Family Covenant through actions and initiatives that enhance Soldier and Family well-being. Many of these actions and initiatives are now complete. Senior leaders are now providing guidance on a new

generation of well-being initiatives. Soldier and Family quality of life continues to improve in areas such as: Soldier Family Assistance Centers, Survivor Outreach Services, improved services to the geographically dispersed, Exceptional Family Member respite care, Army OneSource, Child, Youth and School Services (CYSS), Child Development Center and Youth Center construction, and more.

The Army Family Covenant continues a legacy of service and support to Soldiers and Families. It reflects a continuum of Army dedication to sustain and to partner with Soldiers and their Families to build an environment where they can prosper and realize their potential.

The Army Family Action Plan (AFAP): The Army Family Action Plan (AFAP) seeks input for the most significant issues that affect the quality of life of the force. For 27 years, delegates from the active Army, National Guard, and Army Reserve have gathered to review critical quality of life issues. These issues are solicited directly from Soldiers, Family members, retirees, and Civilians worldwide across all Army components. They are provided to leaders at all levels and worked toward resolution. The AFAP process starts at the installation or organization level and is reassessed at select mid-level conferences prior to vetting at the Department of Army level. The Army Family Action Plan (AFAP) continues to be the grassroots effort to identify, elevate and resolve issues of concern to Soldiers, Families and Civilians. The Army is the only military service that has instituted such a program.

To date, AFAP results include 123 legislative changes, 172 Army and Department of Defense (DoD) level policy changes, and 192 changes to programs and services. Approximately 61 percent of AFAP issues are applicable across the DoD, and 90 percent of AFAP issues are worked at local levels to improve local Army communities.

The Army Senior Leadership believes in AFAP. It provides leaders with real-time information on community satisfaction, concerns, and challenges. The AFAP contributes to readiness and retention by having Soldiers and Families actively involved

in planning for their own quality of life. In addition to providing a mechanism that alerts leadership at installation, command, and headquarters levels to concerns of the force, AFAP monitors the progress of issues through a formal protocol that requires leadership involvement and approval. For Soldiers, Families, retirees, and Army Civilians, AFAP is their “voice” in the Army’s future.

On March 26, 2010, the Army provided a briefing to the Congressional Military Family Caucus on AFAP that included background information, how issues are elevated from Families on installations, how they are resolved, and how AFAP fits into the broader Army Family Covenant. The event also featured an Army spouse who is active in the AFAP process and provided an "on-the-ground" perspective of the AFAP.

Survivor Outreach Services (SOS): Nothing reflects the Army’s dedication to those who have given the ultimate sacrifice more than our service and care for their Families left behind. Readiness includes being prepared for the possibility of death. Survivor Outreach Services (SOS) are a key component of Army support to the Soldier and the Family before, during, and after a loss; services are delivered through a holistic and multi-agency approach that decentralizes services to installations and communities closest to where surviving Families live.

In October 2008, the Army began offering enhanced services to Families of the fallen through SOS, a unified program that embraces and reassures Survivors that they are continually linked to the Army Family for as long as they desire. The SOS process is available to Survivors of all conflicts and delivers on the commitment to Families of the fallen by providing access to support, information, and services closest to where the Family resides. SOS personnel have been fielded and are actively in touch with Surviving Families. The Army has successfully integrated the program across all Components -- Active, Guard, and Reserve. SOS support is available stateside and overseas, as well as in geographically dispersed locations. Support is provided to any Survivor at the nearest location without regard to Service affiliation.

SOS Families receive information regarding benefits and entitlements and have access to long-term financial and emotional support. We continue to provide legal support to Survivors in matters directly relating to the death of the Servicemember. To enhance and expand program capabilities, the SOS staff leverages the services of non-governmental organizations.

Service delivery strategies include web-based accessibility, outreach, individual/face-to-face, and group services. An SOS “landing page” is accessible through the Army OneSource website with social networking, resource links, and monitored feedback loop capabilities to provide support to Survivors. SOS has a “Survivor Island” on Second Life through Army OneSource. Survivors can interact with each other and post memorials of their loved ones on the Virtual Hall of Heroes, a private location which is not open to the general public.

Army OneSource (AOS): The Army OneSource is a comprehensive, multi-component approach for community support and service delivery to meet the diverse needs of active, Army Reserve, Army National Guard, and geographically dispersed Soldiers, Families, and employers. The AOS is the centerpiece of the Army’s efforts to integrate Family programs and services; it captures the resources that are already in place and uses personal contact and technology to improve on the delivery of service so that Families receive support closest to where they live.

The AOS is the single portal access for information, programs, and services and connectivity. Services may be accessed through existing offices and facilities, web based portals, community partners, and other government organizations. Services are available on the internet at <http://www.armyonesource.com>. The AOS uses the popular branding of the DoD Military OneSource to enhance its 24/7 telephone and counseling capability.

AOS is also home to a virtual environment - the AOS Virtual World -- through the Second Life application. The Army presence in Second Life allows the geographically dispersed to meet in a virtual environment to socialize, participate in in-world events,

take classes, learn about Army programs, or take solace in the Survivor area of the space. Additionally, AOS offers blogs and a forum covering a variety of Army topics. Blogs and forums offer users the ability to interact with subject matter experts and their peers to discuss and learn about a number of relevant topics. Translated into nine languages, the site averages nearly two million page views monthly. There are over 450 thousand members registered for the AOS website generating over 503 million hits a year.

Additionally, to ensure Soldiers and Family members are able to access local programs and services where they live, the site offers a Services Locator tool. The Locator provides a map to show the geographic location, directions, and contact information for each listed service provider. Services may be found by entering in a city/state combination, service category, or zip code.

For the Soldier or Family member on-the-go, the Services Locator has been extended to the Apple iPhone and iPad mobile devices through the Army OneSource Mobile application (app). Using either a 3G or Wi-Fi connection, the mobile app taps into the search, mapping, and direction-finding capabilities built into these devices and integrates them with AOS. Adding a service to a personal contact list is as easy as pressing a button.

AOS is also the central location where all active Army Family Action Plan (AFAP) issues are held and tracked. Visitors to the AOS web portal can search for active issues using a variety of search criteria. Questions are directed to AFAP staff, and issues can be forwarded to a friend or colleague via email. The AFAP Active Issue search capabilities on AOS have also been extended to the Apple iPhone and iPad mobile devices. Through the same AOS Mobile app, Soldiers and Family members can search for and learn about important Army issues that have the attention of senior Army Leadership.

The Army implemented the eArmy Family Messaging System, which is a state-of-the-art, multi-media tool for commanders to improve communication with Soldiers and Family members by broadcasting messages through various communication devices. To date, over 590,000 calls, 84,000 text messages and 610,000 emails have been delivered to more than 432,000 Soldiers and Family members registered to the system.

Exceptional Family Member Program (EFMP): The Army EFMP is a mandatory enrollment program implemented through Army Regulation 608-75. Enrollment in EFMP allows assignment managers to consider the documented medical and special education needs of Exceptional Family Members (EFMs) in the assignment process. When possible, Soldiers are assigned to areas where their EFM's medical and special needs can be met.

The Army provides comprehensive, coordinated services to Families with special needs through the EFMP. These services include: Information and Referral (information about the availability of community support services and educational resources); Advocacy (information on advocacy services and rights and responsibilities under the law, support groups, and linkage with appropriate medical providers and school officials); Recreational and Cultural Programs (coordination with military community recreation and civilian agencies to ensure availability and accessibility for Family members with disabilities); and Respite Care. EFMP Respite Care provides a temporary rest period for Family members responsible for regular care of persons with disabilities. Care may be provided in the respite care user's home or other settings such as special needs camps and enrichment programs. The Army has conducted training for EFMP managers worldwide to ensure consistent respite care implementation across all garrisons. In addition, AOS now hosts an EFMP respite care web page. To ensure a total Army effort, we are now developing an integrated data system for all components.

Army Spouse Employment Partnership (ASEP): The Army recognizes the importance of spouse satisfaction in Family decisions. Many Soldiers make retention

decisions based on their Families' financial stability. Approximately 61 percent of Army spouses are in the labor force and contribute between 20-47 percent of their Families' income. The perception of a spouse's quality of life --- including financial well-being and the ability to realize personal and professional goals --- is a contributing factor in the retention of our "All-Volunteer Force." Frequent reassignments and relocations make it difficult for spouses to sustain steady employment and develop long-term careers. ASEP helps spouses overcome these obstacles.

The ASEP program is a self-sustaining and expanding partnership that is mutually beneficial to the Army and to corporate America. The partnership provides Army spouses with opportunities to attain financial security and to achieve their employment goals through career mobility and enhanced employment options. Corporate partners can now tap into a pool of readily available, diverse, and talented candidates. Many businesses have added ASEP dedicated landing pages as well as a specialized tracking mechanism focused on military spouses to their web pages. The ASEP program partners are also tailoring human resource strategies to the unique needs of Army spouses by implementing adaptive recruiting and hiring processes within their organizations and creating employment continuity programs and career portability with no loss of tenure or benefits.

The ASEP program experienced significant growth in 2009. By the end of FY2009, seven Korean corporations joined forces with ASEP, bringing the total number of corporate partners to 57.

Family Readiness Groups (FRGs): The FRG is a unit commander's program that includes unit Soldiers, civilian employees, Family members (immediate and extended), and volunteers. FRGs are critical to maintaining the strength, morale, and information chain for Soldiers, Families, and commands and are vital to the morale and support of Soldiers and Families regardless of the unit's position in the Army Force Generation cycle.

The FRG has four mission-essential tasks: act as an extension of the unit in providing official, accurate command information; provide mutual support between the command and the FRG membership; advocate more efficient use of available community resources; and help Families solve problems at the lowest level. These tasks facilitate Family readiness, which allows Soldiers to focus on the mission knowing their Families have resources to successfully cope with the challenges of Army life. Structured according to the needs of the unit, some FRGs are large, active, and all-encompassing, while others are small, and tailored only to the immediate requirements of a non-deployed unit.

As part of the Army OneSource web system, virtual Family Readiness Groups (vFRGs) provide all of the functionality of traditional FRGs in an ad hoc, online setting to meet the needs of geographically dispersed Families. vFRGs leverage technology to link the deployed Soldier, Family, FRG leader, unit and rear detachment commanders, and other Family readiness personnel on their own controlled-access web portal to facilitate the exchange of information and to provide a sense of community. Unit commanders are responsible for maintaining vFRG content and user access for the 2,299 unit sites with more than 299,000 Soldier and Family member registered users.

Family Readiness Support Assistants (FRSAs): FRSAs provide administrative and logistical support to commanders and volunteer FRG leaders on matters pertaining to Family readiness for the operating force. FRSAs lend consistency to the unit FRG and rear detachment team. Primary missions of FRSAs are coordinating training for Family readiness support, maintaining the critical communication link between the commander and FRG leaders, and information and referral to community resources.

FRSAs are paid employees and a valued component of the unit commander's Family readiness program. As members of the battalion commander's staff, FRSAs coordinate FRG activities within units and update commanders on program status and services available to Soldiers and their Families. FRSAs link Family members with other Army support agencies and programs.

CHILD, YOUTH & SCHOOL SERVICES

Child, Youth & School Services (CYSS) offers programs that are a key component of the Army Family Covenant because they reduce the conflict between mission readiness and parental responsibility. When Soldiers are on the job – either at a garrison or deployed around the world – they don't need to wonder whether their children are well cared-for. We want them to know their children have top-quality child care and first-class youth programs, as in the mantra of this command: "People First...Mission Always."

We have provided the resources for our garrison Child Development Centers and Family Child Care Homes to extend their operating hours to better accommodate the current high operational tempo. We have also extended hours to cover mission-related evening and weekend child care requirements, and even offer 24/7 services and crisis care where necessary. Soldiers who work an extended duty day are not charged for the extra child care hours.

Families of deployed Soldiers receive child care discounts and 16 hours of free respite child care per month, per child. This respite child care literally gives parents a break so the stay-behind spouse – who has become the equivalent of a single parent – has time to tend to personal needs or take breaks from the everyday stresses of parenting. Our Families are grateful for this well-deserved service.

On-site Child and Youth Behavioral Consultants offer non-medical, short-term, situational, problem-solving counseling to CYSS staff, parents, and children within CYSS facilities, programs, and summer camps. One-hundred twelve Child and Youth Behavioral Consultants are presently assigned at 60 garrisons.

Families of our Wounded Warriors are especially vulnerable, and we provide child care for them during medical appointments and support group meetings. Army

Families of Fallen Soldiers receive child care during the bereavement period and special consideration thereafter.

When Soldier parents are absent, many children no longer have the transportation that allows them to participate in after school programs and sports. The Army Family Covenant has enabled us to add more school bus routes and transportation options to assist children in accessing these vital activities.

Army Child and Youth fees for School Year 2010 - 2011 were recently raised in accordance with DoD policy. With DoD approval, the Army will phase in the fee increases to help mitigate the financial impact on Army Families and establish single fees in each income category. This will result in more consistency and predictability as Families move throughout the Army.

In the area of school support services, I believe we have contributed something particularly significant. We developed and distributed to our Army Senior Leaders the School Support Services Strategic Plan for 2009 to 2014 to position ourselves to be “A Driving Force for Student Success.” This strategic plan builds a support system that addresses learning environments, academic skills, and personnel management skills to ensure positive outcomes for our Army children and youth.

It is often said that when Soldiers receive their Permanent Change of Station orders, they want to know two things about their new duty station: “Where will my Family live?” and “What is the quality of the schools?”

The Army has added emphasis on the support we provide to school personnel who work with our military students. Longer and multiple deployments are increasing the stress on our Families, and the support they need includes strengthening the connection with those who teach and monitor our children every day in school settings. We have 141 School Liaison Officers throughout the Army who are dedicated to being the link among students, parents, school districts, and commands to address and solve

problems related to our mobile military population. We have increased the number of school districts to 401 that have signed a memorandum of understanding to help minimize academic disruptions for transferring military students. We have also expanded training to help school officials understand challenges faced by military students.

Thirty-five states have signed the Interstate Compact on Education Opportunity for Military Children, which removes barriers to educational success imposed on children of military Families due to frequent moves and the deployment of their parents. It addresses four broad categories: eligibility, enrollment, placement, and graduation. The Compact impacts 88 percent -- more than 542,000 children -- of active duty Soldiers residing in member states.

Military Family Life Consultants (MFLCs) in installation schools offer non-medical, short-term, situational, problem-solving counseling for school personnel, parents, and students. There are 166 MFLCs presently assigned to 26 garrisons serving 190 schools.

Similarly, the implementation of the Army's "Study Strong" online 24/7 Academic Tutoring program has met with resounding success. The ability of our military-connected kindergarten to 12th grade and college introductory-level students to access a live, one-on-one tutor in topics such as math, science, English, and social studies is evidence that features of the Army Family Covenant apply to the "whole Family" -- including our children and youth.

We remain grateful for your support of our Child and Youth Construction Program, which will significantly reduce our child care shortfall. Our Military Construction Program reflects this commitment: 49 Child Development Center MILCON projects were funded in fiscal years 2008 and 2009, with an additional five Centers programmed for fiscal years 2012 through 2016. In addition, we used the temporary authority provided in the Fiscal Year 2006 National Defense Authorization Act (NDAA),

as amended in the Fiscal Year 2008 NDAA, to build 79 Child Development Centers in fiscal years 2008 and 2009 with Operations and Maintenance funding.

Additionally, we funded six Military Construction Youth Center projects and 18 Nonappropriated Fund (NAF) Youth Centers in fiscal years 2008 through 2011. We thank you for your support to enable the Army to rapidly meet installation child care and youth program requirements.

We recognize the need to ensure the health, safety, and well-being of the children in our care and take great pride in the fact that 98 percent of our eligible Child Development Centers and Army School Age Programs are nationally accredited. This milestone represents the culmination of years of hard work and addresses quality as well as quantity.

Like many of our programs, the Child, Youth, and School Services (CYSS) Program is a force multiplier that helps reduce lost duty time, impacts Soldiers' decisions to remain in the Army, and shows our Families we care about them. These programs are critical to mission readiness; they contribute to productivity and retention today and help build productive citizens for the future.

COMMUNITY SUPPORT TO FAMILIES

The Army can't do it alone. Americans recognize that Soldiers and Families make considerable sacrifices as they serve to defend the Nation. We are thankful for all the citizens and community-based organizations that have stepped up to support Soldiers and their Families.

The Army Community Covenant: Launched in April 2008, the Army Community Covenant fosters and sustains effective state and community partnerships and formalizes support from communities across America to improve the quality of life for Soldiers and their Families – Active, Guard, and Reserve.

A community's public commitment to build partnerships that support the strength, resilience, and readiness of Soldiers and their Families begins with an Army Community Covenant signing ceremony. Since its inception, over 662 communities have signed covenants in all 50 states, three territories, the District of Columbia, the Republic of Korea, and Europe.

The Army Community Covenant continues to gain momentum. We are refocusing our efforts away from signing ceremonies and toward community-based action. Our goal is to use the Community Covenant platform to inspire communities to organize comprehensive, multi-agency, and versatile mixtures of tailored and networked community support for service members and their Families that complement existing programs and services already offered by the Army.

A perfect example of this new focus is the Community Covenant Brownsville, Texas, for the Rio Grande Valley. The faith-based organization H.A.R.P. (Hispanic Active Relationships Project) developed a collaborative network to support Soldiers and Families in their community and initiated this event. H.A.R.P. conducted a focus group of spouses of currently deployed National Guard Soldiers to identify their issues and needs and then met with city and county officials to address those needs. The Covenant signing formalized the support efforts from the community dedicated to helping military members and their Families. This type of collaboration is what we hope to achieve through the Community Covenant initiative.

SUPPORT FOR SINGLE SOLDIERS

Soldiers are the centerpiece of the Army – *single* Soldiers no less than their *married* counterparts. Although recent years have witnessed the growth of programs designed to support the 58 percent of married Soldiers, this progress will not be at the expense of single Soldiers.

Better Opportunities for Single Soldiers (BOSS): The Army's BOSS program is an MWR program designed to be the collective voice for single Soldiers within the chain of command. Through its three core components -- quality of life, recreation and leisure, and community service -- the program serves as a tool by which commanders can gauge the morale of single Soldiers, increase retention, and sustain readiness. Additionally, BOSS sponsors a variety of activities before, during, and after deployment to maintain the morale of single Soldiers affected by increased operational tempo and deployment issues.

In fiscal year 2009, the Army realigned the focus for BOSS utilizing the Army Force Generation (ARFORGEN) model. BOSS also unveiled a new logo representing a refreshed look for the program, which celebrated its 20th anniversary in 2009.

The BOSS program is a combat multiplier. It provides essential support to single Soldiers, including single parents and geographical bachelors, that is not provided through other programs. BOSS benefits the command by enhancing Soldiers' morale and welfare, serving as a conduit for information between Soldier and command, and improving esprit de corps. BOSS benefits the community by contributing to installation volunteer programs; building good rapport with communities; better integrating single Soldiers into their communities; and building a positive image of single Soldiers. BOSS benefits Soldiers by improving leadership skills and providing leisure and recreation events for a "Battle Minded" Soldier.

RECREATION PROGRAMS

Soldier and Community Recreation programs strengthen the military community through programs that efficiently use resources, are not facility-bound, are market-driven, and focus on Soldier readiness at home and during deployment. We offer Soldiers and their Families opportunities for skills development, physical fitness, and mental well-being; these lead to retention, readiness, and recruitment; and build better Soldiers and well-balanced Families.

Fitness: Physical fitness remains paramount to maintaining Soldier readiness. Fitness programming satisfies established priorities among Soldiers, Family Members, Civilians, and Retirees. Army Baseline Standards establish predictable levels of quality service, identify minimum resource requirements, and provide guidance on program delivery to ensure all demographics are targeted, to include Family Members. The Army Bulk Buy Program realizes cost savings in purchasing key cardio and strength equipment on an Army-wide scale. Active Duty Soldiers and Reservists on AD status in Remote and Isolated locations, where Army brick and mortar options are not available, may obtain memberships to local YMCAs or similar commercial options to satisfy their fitness needs.

Quality fitness opportunities abound in the deployed theater as well. In established base camps, the Bulk Buy Program provides the same benefits traditional CONUS and OCONUS Garrisons receive. Soldiers in forward-deployed locations that lack the facilities and equipment found in established base camps, receive personal fitness training aides, comprised of elastic bands and hand grips, that enable them to use isometrics, resistance, and their own body weight and strength to maintain their fitness.

Beginning with the American Recovery and Relief Act of 2009, the Department has been authorized to use Operations and Maintenance funding for sustainment, restoration, and modernization of fitness center projects. In addition, the Congress authorized and funded two MILCON fitness projects at Fort Stewart, GA (\$ 22.0 million) and Fort Carson, CO (\$ 35.3 million) in fiscal year 2009. The fiscal year 2011 President's Budget includes one fitness project in Ansbach, Germany for \$ 13.8 million. Since fiscal year 2002, we have constructed fitness facilities in Wiesbaden, Germany; Fort Rucker, AL; Hunter Army Airfield, GA; Fort Benning, GA; Fort Drum, NY; and Forts Hood and Bliss, TX. In addition, the host nation funded three fitness centers at Camp Humphreys in the Republic of Korea. These projects have substantially improved the quality and quantity of our Army fitness programs.

Warrior Adventure Quest (WAQ): WAQ is a training tool designed to help redeploying Soldiers avoid accidents by adjusting safely from the high-paced, high-adrenaline combat environment to garrison or home life. This tool demonstrates that high-adventure recreation can be a coping outlet to help Soldiers realize their own new level of normal and move on with their lives.

WAQ combines existing MWR high-adventure outdoor recreation activities (e.g., rock climbing, mountain biking, paintball, scuba, ropes courses, skiing, and others) with an after-action debriefing tool. Currently, WAQ is conducted in platoon-level groups within the first 120 days after return to home station. After three short pilot test programs were conducted successfully in September 2008, the program began in earnest in January 2009. As of December 28, 2010, there are 36 garrisons conducting WAQ activity programs, while another five garrisons are in various planning stages preparing to implement by the end of the calendar year. The program has so far served approximately 2,147 platoons or 53,184 Soldiers.

A series of measurements are in place to test the effectiveness of the program. So far, survey results from Soldiers who have participated in the WAQ program show significant positive indicators.

The Warrior Zone, Soldier Club for Today's Soldier: The Warrior Zone is a state-of-the-art facility for interactive gaming and computer communications. The key feature is its technology, which offers live-action video capability for regional, Army-wide, and deployed units to participate in on-line, multi-player competitions. The effect is to enable deployed Soldiers to game with fellow service members located in Warrior Zones worldwide.

The Warrior Zone concept developed from ten U.S and overseas focus groups comprised of active duty Soldiers. Focus groups involved structured small group discussions designed to gain in-depth information about specific issues that cannot be

easily obtained from single or serial interviews. The sample market included personnel from across all enlisted and junior officer ranks.

Warrior Zone facilities will have the capability to provide Soldiers with Wi-Fi technology; movie viewing in a relaxed-home theater-atmosphere; food and beverage lounges with sports viewing on multiple flat screen TV's; a BOSS office; education classrooms; and standard recreation center activities such as billiards, chess, poker, and table tennis. They may also include state-of-the-art sound and lighting for commercial, high-tech entertainment and sporting events, Wi-Fi access, special events, and outdoor covered patios for group picnics, social activities, and meeting space.

Standard Warrior Zone design will dictate the size of facilities depending on troop strength and the population at any given location. Each site selected for the facility will take into account proximity to troop housing on post and should be within walking distance, to create a less risky environment than off-base venues. A small Warrior Zone that opened at Fort Riley, KS, has proven to be a good learning ground for gaming/video and technology configurations. Warrior Zones at Joint Base Lewis-McChord, WA, and Fort Riley, KS are scheduled for completion in fiscal year 2011.

Inclusive Recreation for Wounded Warriors: To support our Wounded Warriors, we have contracted with the Pennsylvania State University Outreach Programs to provide "Inclusive Recreation for Wounded Warrior" training sessions. The four-day training is designed for Recreation personnel to integrate active duty Wounded Warriors into existing MWR Recreation programs and services. Training involves recognizing the unique needs and characteristics of Wounded Warriors who have sustained war-related injuries (e.g., post traumatic stress disorder, traumatic brain injury, and amputations) and learning skills and tools to respond to their needs. The course focuses on the "real life" needs of Wounded Warriors and their families and offers personal perspectives by individuals who have experienced psychological and physical disabilities. Through a variety of small-group work, guest speakers, instruction, assigned readings, multimedia presentations, and hands-on activities, students

learn how to adapt, design, or modify their recreation programs to promote greater inclusion of and participation by Wounded Warriors. A byproduct of this course will be better integration of retirees and exceptional family members who may have disabilities into Army recreation programs.

The U.S. Paralympics are conducting three Train-the-Trainer (T3) clinics at Joint Base Lewis-McChord, WA, West Point, NY, and Fort Campbell, KY, to assist Warrior Transition Units (WTUs) and MWR to set up and align adaptive Sports and Recreation programs for wounded, ill, and injured Warriors. U.S. Paralympics coaches and athletes are providing an introduction to adaptive sports, as well as instruction on how to coach adaptive sports and related activities to give cadre and MWR staff the skills and knowledge to teach and facilitate adaptive sports programs for Wounded Warriors.

World Class Athlete Program (WCAP): WCAP is a program that provides outstanding Soldier-athletes with the support and training to compete and succeed in national and international competitions, including Olympic and Paralympics Games, while maintaining their professional military careers. Based in Public Law, WCAP supports the Army by reinforcing a positive image, providing Army athletes with national visibility, and having a positive impact on recruitment and retention

Currently, there are 59 Soldiers assigned to the program, participating in 14 different sports. Over 75 Soldiers participate in Total Army Involvement in Recruiting missions annually, supporting the U.S. Army Accessions Command by conducting clinics and speaking at numerous high schools, colleges, and athletic programs across the Nation. Four WCAP Soldier-athletes -- First Lieutenant Christopher Fogt, Sergeant John Napier, Sergeant William Tavares, and Sergeant Jeremy Teela -- competed at the 2010 Winter Olympic Games in biathlon and bobsledding. Sergeant Tavares coached the U.S. four-man bobsled team to a Gold Medal and the U.S. Women's bobsled team to a Bronze Medal. Sergeant Teela finished 9th in the biathlon 10K sprint -- to become the Army's highest-ranked U.S. Olympic biathlon finisher ever.

ENTERPRISE INITIATIVES

As a subordinate command of the Army Installation Management Command, the Army Family and Morale, Welfare and Recreation Command (FMWRC) continues to expand its Enterprise Buy Initiatives to more effectively leverage our buying power to yield Army-wide cost efficiencies by standardizing products and reducing product pricing. Expanding on our already successful array of initiatives, we have now consolidated purchasing of required items such as electronics, furniture, and commonly-used recreation equipment. We also continue to foster our lucrative and equally beneficial partnership with the Army and Air Force Exchange Service (AAFES) to combine purchasing power and leverage our strengths in the areas of supply chain opportunities, cross-marketing, and risk management.

BUSINESS INITIATIVES

Business programs maintain their own facilities and fund other critical MWR programs that are not capable of being self-sustaining. The Business Initiatives Group is currently working on an MWR and AAFES logistics and warehousing optimization initiative in both Hawaii and the Republic of Korea to reduce overall costs and streamline operations. Also during fiscal year 2009, the Army Lodging Success program provided a savings of \$3.4 million for travelers, compared to lodging costs in the public sector. In addition, the Temporary Change of Station Program saved the Army \$44 million.

Business Operations guided the Joint Services Prime Vendor program to a 13.2 percent savings in fiscal year 2009. They also supported the Army Family Covenant by offering discounted bowling and golf recreational opportunities for Soldiers and Families affected by extended deployments.

Joint Services Prime Vendor Program (JSPVP): The JSPVP was established in the early 1990's as a centralized food procurement program for Nonappropriated Fund

(NAF) foodservice operations within the Army, Navy, Navy Exchange Service Command, Marine Corps, and Coast Guard to provide price stability and cost avoidance opportunities through leveraged purchasing power. The primary objective of the JSPVP is to provide NAF activities quality products at low prices through contracts with foodservice distributors and manufacturers. The combined annual buying power of over \$140 million allows the JSPVP to achieve savings over street pricing and to establish pricing agreements with manufacturers for bulk purchases.

Contracts are centrally administered and managed by NAF contracting personnel at FMWRC. The contracts contain a base year and nine one-year options. FMWRC currently administers 32 contracts with 40 food distributors on a cost-plus basis for food and food-related products.

Rebate agreements are in place with over 150 manufacturers. Rebates are earned for purchases made through the prime vendors and are paid directly to the ordering activities on a quarterly basis. Overhead cost avoidance and lower inventory requirements increase savings and cash flow for MWR activities. Fiscal year 2009 combined purchases totaled \$140.3 million and generated a savings of \$18.5 million.

Food, Beverage, and Entertainment (FBE) Programs: FBE programs play a vital role in cultivating a sense of belonging for Soldiers in the community; those that give Soldiers and Families “what they want” remain a priority MWR program focus. Continuously improving programs and providing desired services such as catering and entertainment functions ensure FBE operations continue to meet the needs of authorized patrons. Professional assessments of all installation FBE operations are performed to determine improvements needed to enhance MWR food operations. MWR FBE operations strike a balance between improving quality of life and financial performance. They closely mirror those activities that Soldiers and Families experience at home and provide another link to home and Family.

- **Club Strategy:** Our club strategy is a holistic approach to Family and Morale, Welfare and Recreation (FMWR) program delivery and includes far more than the traditional idea of a military club. The primary goal of our club strategy is to re-vitalize the clubs by bringing like-minded individuals together in a social setting, while providing an environment conducive to the growth of esprit de corps, sense of community, and informal Soldier mentoring. The strategy is not limited to business activities and will be applicable across all FMWR program areas. Success of this concept will be measured by an increased utilization of FMWR programs by Soldiers, Families, and other authorized patrons.
- **The Name Brand Fast Food (NBFF) Initiative:** NBFF enables Army installations to provide nationally recognized quick-service chain restaurants in MWR facilities. AAFES and MWR are partners in this joint venture and work closely to conduct installation assessments to determine food service needs. There are currently 12 units in operation -- seven in the Republic of Korea, and five in the U.S.
- **The Name Brand Casual Dining Initiative:** This initiative provides Army installations the ability to offer Soldiers and Families nationally recognized casual dining chain restaurants in stand-alone and MWR facilities. The initiative provides installations with familiar American-style restaurants. Currently, Huddle Houses are being operated at Fort Gordon, GA, and Fort Polk, LA; a third Huddle House opened on October 15, 2010 at Fort Benning, GA. Construction of a Chili's at Fort Hood, TX, commenced on October 25, 2010 with a May 2011 target opening date. Altogether, name-brand casual dining operations are scheduled for 22 stateside installations, including Fort Bragg, NC; Fort Campbell, KY; Fort Polk, LA; Fort Riley, KS; Fort Stewart, GA; and others.
- **FMWR Branded Restaurant Operations:** FMWR Branded Restaurants are comprehensive packages that can be customized to fit the needs of the installation, whether with a retrofit of an existing facility, in-line service counter, or

brand new construction. FMWRC offers market assessment, architectural design, menus, recipes, training, in-house marketing promotions, and much more. There are currently 97 FMWR Branded Restaurants in operation under the eight brands in the portfolio, with two projects in construction, four in contracting, six in design, and five more in planning stages. In addition to Army locations, FMWRC supports and receives income from a joint services partnership with the Marine Corps with locations at Marine Corps Air Station Beaufort, SC; Marine Corps Recruit Depot Parris Island, SC; and Marine Corps Base Quantico, VA.

Bowling: Bowling is another example of an MWR program attractive to Soldiers and Families, adults and children. Army bowling centers are Soldier and Family entertainment centers that provide a variety of amusement opportunities, to include glow bowling, party rooms, video arcades, and billiards, along with Strike Zone snack bars. In fiscal year 2009, the bowling program served up roughly seven million games at the Army's 86 bowling centers worldwide. In Wiesbaden, Germany, a new bowling entertainment center is under construction, along with a project validation assessment being conducted for a new center at Ansbach, Germany.

To support the Army Family Covenant, bowling centers are focusing on quality Family recreation and youth bowling education. Educational programs targeting children of all age groups, such as Bowlopolis for ages 12 and under, and United States Bowling Congress youth lessons for teens are rolled out each year as an effort to grow the game. To assist our Wounded Warriors, bowling managers are being trained to coach adaptive techniques that allow the Soldiers to continue participating in the sport.

Golf: The Army Golf Program provides "First Choice" golf courses to meet the continued demands of our Soldiers and their Families with a focus on quality and value. The program generates income to facilitate capital reinvestment and support to other MWR programs. In fiscal year 2009, over one and a half million rounds of golf were played at the 53 separate golf courses operated by the Army.

Future program plans include continuing education for our golf course managers and superintendents, standardizing facility construction projects, and increasing accessibility and instruction for disabled patron play. In addition, new operating guidance focused on revenue trend analysis, participation benchmarks, and customer satisfaction will be implemented during fiscal year 2011.

FINANCIAL ASSESSMENT

Operationally, Appropriated (APF) and Nonappropriated Fund (NAF) support to the Army's MWR program for fiscal year 2009 totaled \$2.6 billion, including construction. This represents a \$600 million increase over fiscal year 2008. NAF revenue was \$1.076 billion, a \$27 million increase from fiscal year 2008. The APF support was \$1.6 billion, including construction; this was a \$500 million increase over the previous year.

The Army MWR Funds' collective financial position is sound as of September 30, 2009, with liquid assets (including cash reserved in sinking funds) exceeding current liabilities at a rate of 1.5 to 1.

The DoD standard is to use Appropriated Funds to fund 100 percent of costs for which they are authorized. The metrics specify funding minimums of 85 percent for Category A (CAT A) activities and 65 percent for Category B (CAT B) activities. In fiscal year 2009, APF support for CAT A was 89 percent, five percent higher than it was in fiscal year 2008. APF support to CAT B, to include overhead proration, was 81 percent for fiscal year 2009, versus 77 percent for fiscal year 2008.

CONCLUSION

Economy, efficiency, and effectiveness have long been goals of Army MWR programs, although their relative priority has changed over time, driven by deployment,

budget, and staffing requirements. Best business practices, coupled with determined fiscal stewardship and budget realities, have helped us do things economically. Continually evolving standards and metrics ensure we do many things efficiently – we can demonstrate that we are doing things right. And empirical and anecdotal evidence shows we increasingly do the right things for our Soldiers, Civilians, and their Families. While maintaining focus on sustaining our successes, we are also continually asking, “What are we missing? -- What do we need to change?”

We recognize change is constant and inevitable; it defines our present and frames our future. I have always maintained that change is change, but better is better. Where it makes sense, we will embrace change to address what’s missing. But our focus will remain not on “change” but on “better” as we strive, with your help, to keep our promise to provide Soldiers and Families with a quality of life commensurate with their service and sacrifice. On behalf of America’s Army, I thank you for your continued and steadfast support, and I look forward to your questions.