

STATEMENT BY

MR. RICH GORMAN

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

BEFORE THE

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PROGRAMS**

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Madam Chairwoman and Members of the Subcommittee, our previous commander, Major General John A. Macdonald, recently deployed to serve this Nation in Afghanistan. As the Executive Director and Chief Operating Officer of the Army's Family and Morale, Welfare and Recreation Command (FMWRC), I am privileged to appear before you to share the progress we are making in our mission of providing our Soldiers and their Families a quality of life commensurate with the quality of their service.

In her "First Lady's Message to Families," commenting on the people she had met on the campaign trail, Michelle Obama remarked, "I particularly cherished my visits with military Families all across the country...And if there's one thing I learned, it's that when our servicemen and women go to war, their Families go with them." She has learned what this Subcommittee and the Army have known for a very long time. Army Families have stood shoulder to shoulder with their Soldiers throughout the challenges of the military lifestyle and particularly during this difficult era of multiple deployments.

By co-sponsoring a Joint Resolution urging the President to designate 2009 as the "Year of the Military Family," you are demonstrating to military Families that their service and sacrifice have not gone unnoticed and is deeply appreciated by the United States Congress. On behalf of America's Soldiers and their Families, I would like to thank you for expressing your appreciation and acknowledging the contributions that military Families make.

SUPPORT TO DEPLOYED SOLDIERS

Our current Family and Morale, Welfare and Recreation (FMWR) programs are rooted in the Salvation Army and Red Cross efforts during World War I. After the War was over, funding stopped and morale programs were mothballed until July 1940 when the Morale Division—later named Special Services—was established within the Adjutant General's Office. Special Services underwent much reorganization and had many names before coming to its present configuration as morale, welfare, and recreation. Though programs are far more sophisticated today and have expanded to include Families, the MWR mission remains essentially unchanged, and the services we offer to Soldiers and their Families truly remain “special.”

MWR supports America's Army wherever it serves. We maintain MWR facilities at 58 sites in Iraq, Afghanistan, Kuwait, and Bosnia. Eighty-five civilian MWR professionals have deployed in the seven years since September 11, 2001. Twenty-six are currently deployed, serving Soldiers who can now expect a basic level of MWR support wherever they may be assigned. Tens of thousands of deployed Soldiers have received portable pocket fitness kits that can be used at any time and any place. Popular with Soldiers, these kits contribute to their overall well-being as well as to the Army's war fighting capability.

Recreation facilities include theaters, electronic games stations, traditional board games, ping-pong, and paperback book libraries that offer preloaded audio books. Fitness facilities include pools, self-powered aerobic machines, cardiovascular and strength training equipment, and assorted free weight equipment.

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

Soldiers can take advantage of rest and recuperation programs offered at the Edelweiss Lodge and Resort, Hale Koa Hotel, and Shades of Green, which 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.

SUPPORT TO FAMILIES

In a February 27, 2009, speech to Marines at Camp LeJeune, President Obama referenced his wife's commitment to military Families: "My wife Michelle has learned firsthand about the unique burden that your families endure every day. I want you to know this: military Families are a top priority for Michelle and me, and they will be a top priority for my administration." Families have been, and will continue to be, a top priority for the Army.

The Army Family Covenant: Recognizing that the strength of our Army comes from the strength of our Army Families, Army leadership unveiled the Army Family Covenant in October 2007. The Covenant institutionalizes the Army's commitment to provide Soldiers and Families—Active Component, Guard, and Reserve—a quality of life commensurate with their level of commitment and service to the Nation and recognizes the important sacrifices they make every day to defend the Nation. The Covenant commits the Army to improve Soldier and Family readiness by standardizing Soldier and Family programs and services, increasing accessibility to health care, improving Soldier and Family housing, ensuring excellence in schools and child and youth services, and expanding education and employment opportunities for Family members.

The Army Family Covenant is in its second year, and the commitment is enduring. The Soldier and Family Action Plan provides the roadmap to address and improve gaps in existing programs and services. Although there is much work to do, significant progress has already been made in Soldier and Family programs, health

care, housing, child and youth services, recreation, and education and employment opportunities.

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 partner with Soldiers and their Families to build an environment where they can prosper and realize their potential, all essential in sustaining an All-Volunteer Force.

The Army Family Action Plan (AFAP): The Army recently celebrated the 25th Anniversary of the creation of the Army Family Action Plan (AFAP). On August 15, 1983, Army Chief of Staff General John A. Wickham published a groundbreaking white paper *The Army Family*, which identified the need for the Army to increase support to its Families. General Wickham asserted that a healthy Family environment allows Soldiers to concentrate more fully on their mission. The Army was in transition in 1983, moving its programs from those which supported an organization composed mostly of draftees and short-term enlistees, to an all-volunteer, professional force, more than half of which is married. General Wickham set a new vision and course for Army Families that carries on to this day.

Created in 1980 through focus groups, AFAP was fully developed with the first official AFAP Conference in July 1983. Its mission is to help Army leaders address the needs and concerns of the Army Family from a grass roots perspective. The program uses Army Family representatives from around the world to identify issues that will improve the standard of living for Soldiers and Families. This feedback to leaders provides a way for policy change to become a tangible end-product for the Army Family. It addresses quality of life issues for Soldiers, retirees, Department of Army civilian employees, and their Family members, and now includes Wounded Warriors and Survivors of Fallen Soldiers. The Army remains committed to AFAP as a means for Soldiers and Families to let the Army know what works, what doesn't, and what they think will fix it.

During AFAP's 25 years, 651 issues have been worked by Headquarters, Department of the Army. Of those: 84 are active, five have been combined with other active issues; 442 have been completed; and 120 have been determined to be unattainable. AFAP issues have resulted in 110 legislative changes, 155 changes to Department of Defense (DoD) or Army policies; and 177 new or improved programs or services. Over 60 percent of AFAP issues impact all Services. The majority of issues in the AFAP are related to Force Support (32%), followed by medical (21 percent), relocation (20 percent), Family support (17 percent), and Youth (10 percent).

Quality of life and support to Soldiers and Families will remain a primary focus through AFAP and the Army Family Covenant. AFAP will continue to support the Army Family as emerging quality of life issues are brought to the Army leadership for resolution. AFAP will continue to be the "Voice of the Army Family," taking on issues such as increasing support for Wounded Warriors and Survivors of the Fallen, refining Soldier Family Action Plan (SFAP) tasks, and reaching out to geographically dispersed Soldiers and Families.

Army OneSource (AOS): AOS is the centerpiece of the Army's efforts to integrate Family Programs and services. It establishes a comprehensive multi-component approach for community support and services for Active, Guard and Reserve Soldiers, Families, and employers throughout the entire deployment cycle. AOS is a cohesive support system with alternative delivery options to meet the diverse needs of Soldiers and Families regardless of where they reside. Soldiers and Families can connect to support services by personal touch (telephone or office visit) and high tech (www.armyonesource.com).

AOS provides 14 baseline services at installation Army Community Service (ACS), Army National Guard Family Assistance Centers, and U.S. Reserve Readiness Centers. Baseline services include Information referral and follow-up, employer support for the Guard and Reserve, child care, legal assistance to Wounded Warriors and Survivors. AOS supports 87 ACS centers, 249 Guard Family Assistance Centers, Army

Child and Youth Programs, Operation Military Kids in nearly every state and Operation Military Child Care in all 50 states, Reserve Readiness Centers, and Recruiting Battalions.

A new and innovative component of AOS is the eArmy Family Messaging System. The messaging system is a state-of-the-art multimedia tool for commanders to instantaneously communicate with Soldiers and Families by broadcasting a message through various communication devices (e.g., cellular phones, e-mail, text messages) to help fulfill their Family readiness mission.

Survivor Outreach Services (SOS): The loss of precious life is a reality of combat operations that we must unfortunately address, and our concept of readiness must include being prepared for that possibility. SOS is how the Army supports Soldier and Family readiness during and after the painful and devastating experience of the loss of a loved one. It provides a holistic and multi-agency approach that decentralizes services to installations and communities closest to where Families live. The SOS process places emphasis on the Soldier's responsibility of preparing before deployment for the possibility of death. This preparation involves the Soldier, the Soldier's spouse, children, and extended Family.

SOS provides support to casualty assistance officers to ensure Families receive the most current information on benefits and entitlements and have access to long-term financial and emotional support. Legal support for survivors includes estate planning, will preparation, probate planning, and assistance in preparing estate-related tax documents.

Service delivery strategies include a variety of modalities such as Web-based accessibility, outreach, face-to-face, and group services. SOS is available 24/7 with foreign language and special needs accommodation capabilities. Services are offered at stateside, overseas, and geographically dispersed locations.

Family Readiness Groups (FRGs): The Family Readiness Group (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 before, during, and after deployments.

FRGs provide mutual support and assistance and function as communication mechanisms, bringing accurate information to Families from commands, and serving as an informal chain of concern to bring issues back up to commands. Structured by the needs of the unit, some FRGs are large, active, and all encompassing, while others are small, tailored only to the immediate requirements of a non-deployed unit.

Family Readiness Support Assistants (FRSAs): FRSAs provide administrative and logistical support to volunteer FRG leaders and lend consistency to the unit FRG and rear detachment team. Primary missions of FRSAs are coordination of training for rear detachment commanders (RDC) and FRG leaders, maintaining the critical communication link between RDCs and FRG leaders, and ensuring the responsiveness of established community resources.

FRSAs are paid employees and components of the commander's Unit Family Readiness Program. As members of the brigade or 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.

FRSAs assist with the preparation of pre-deployment and redeployment activities, schedule and coordinate Family readiness or unit-sponsored training, assist in development and distribution of unit newsletters, coordinate video teleconferences for Families and deployed Soldiers, and serve as links between garrison community agencies and units. The FRSA position remains in place even when the unit is not

deployed, providing continuity in a world climate that requires units to participate in multiple deployments. There are 1,029 FRsAs located in deployable Active, Guard, and Reserve battalions.

Virtual Family Readiness Groups (vFRGs): 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 for providing up-to-date information and connecting Families and commands.

The vFRG links the deployed Soldier, Family, FRG leader, unit and RDCs, and other Family readiness personnel on their own controlled-access Web portal to facilitate the exchange of information and provide a sense of community, using technology to automate manual processes and provide enhanced services and communications. Unit commanders are responsible for maintaining vFRG content and user access. To date, the Army has established approximately 2,000 vFRGs.

CHILD, YOUTH & SCHOOL SERVICES

Child & Youth Services is now Child, Youth & School (CYS) Services to reflect 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 folks who teach and monitor our children every day in school settings. In the last year, we have added 40 more School Liaison Officers, which now total 140 throughout the Army, and increased the number of school districts to 350 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.

Our CYS Services Programs are a key component of the Army Family Covenant because they reduce the conflict between mission readiness and parental responsibility.

Garrison Child Development Centers and Family Child Care Homes have extended their operating hours to better accommodate the current high operating tempo. We have extended hours to cover weekends, evenings, and even 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 gives parents time to tend to personal needs or take breaks from the everyday stresses of parenting. Our Families are grateful for this well deserved service.

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 transportation that allows them to participate in after school programs and sports. The Army Family Covenant has enabled us to add more bus routes and transportation options to assist children in accessing these vital activities.

We are truly 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: 36 Child Care Centers funded in fiscal years 2008 and 2009 with an additional 17 Centers programmed for fiscal years 2010 through 2014. In addition, we have used the temporary authority provided under the National Defense Authorization Act for 44 Child Care Centers in fiscal year 2008 and four in fiscal year 2009 with Operations and Maintenance (OMA) dollars. We thank you for your support to enable the Army to rapidly meet installation child care requirements.

We are attentive to the need to ensure the health, safety, and well being of the children in our care and take great pride in the fact that in fiscal year 2008 all of our eligible Child Development Centers and Army School Age Programs were nationally accredited. This is a milestone representing the culmination of years of hard work which addresses quality as well as quantity.

Initiatives used to transform the military child care system into a model for the Nation can be implemented in civilian communities to improve the quality of care for all children. A report released on November 24, 2008, "Making Quality Child Care Possible: Lessons Learned," from the National Association of Child Care Resource and Referral Agencies (NACCRRA) Military Partnerships examined lessons learned from the Military Child Care System that could be applied in the private sector. The report concludes that many of the basic initiatives implemented by the military can significantly improve the quality of child care in civilian communities across the nation. These initiatives include establishment of basic child care health and safety standards, routine inspections and oversight, and training and incentives for child caregivers.

I would like to emphasize that our CYS Services Program is a force multiplier that helps reduce lost duty time, impacts Soldiers' decisions to remain in the Army, and sends a message that we care about our Families. The Army considers these programs critical to mission readiness—our investment contributes to productivity and retention today as well as productive citizens in the future.

COMMUNITY SUPPORT TO FAMILIES

The Army Community Covenant: The Army Community Covenant, a companion initiative of the Army Family Covenant, is a commitment of support at the state and local level by individuals, organizations, and government agencies to Active, Guard, and Reserve Soldiers and Families. It is designed to develop and foster effective state and community partnerships with the Army to sustain and improve Soldier and Family quality of life.

There are many communities, organizations, and civic and business leaders across the country already supporting Soldiers and Families through a number of programs and initiatives. The Community Covenant recognizes that effort and advances initiatives like the Interstate Compact on Education Opportunity for Military Children, which replaces inconsistent treatment of transitioning military students with a unified, comprehensive approach that provides consistent policy in every state. Homes for Our Troops builds new homes or adapts existing homes to meet handicapped accessibility requirements for Wounded Warriors. These are just two of over 1,500 best practices highlighted on the Army Community Covenant Web site (www.communitycovenant.army.mil).

Since the Community Covenant's inception on April 17, 2008, there have been 88 covenant signing ceremonies in 37 states that included 19 governors and lieutenant governors, 37 Members of Congress, 96 state representatives, and 216 mayors.

SUPPORT FOR SINGLE SOLDIERS

While steadily increasing focus on Family issues in recent years, the Army has not lost sight of the 44 percent of the force that is not married—our single Soldiers.

Better Opportunities for Single Soldiers (BOSS): The mission of the BOSS program is to enhance the morale and welfare of single Soldiers, increase retention, and sustain combat readiness. BOSS is the collective voice of single Soldiers through the chain of command. The program also serves as a tool for commanders to gauge the morale of single Soldiers regarding quality of life issues. BOSS also sponsors a variety of activities before, during, and after deployment to maintain the morale of single Soldiers affected by increased operational tempo and deployment stress.

The BOSS program is facilitated through its three core components aimed at maintaining a balanced life: leisure and recreation, community service, and quality of

life. BOSS affords Soldiers the opportunity to assist in planning and execution of recreational activities for single Soldiers and provides direction for Soldiers interested in performing military and civilian community service-related projects. Community service projects provide Soldiers valuable experience, skills, and a sense of community pride and ownership. In fiscal year 2007, 22 garrison BOSS programs received the President's Volunteer Service Award for efforts representing over 150,574 volunteer hours.

The BOSS program also serves as a tool to address many of the issues and concerns that our Army faces today. The program gives the Army the ability to tackle tough issues through peer to peer leadership. Single Soldiers assist the chain of command in dealing with suicide prevention, sexual assault, and sexual harassment issues that single Soldiers living in barracks might experience.

There are 83 BOSS Committees Army-wide (43 stateside; 40 overseas); between 30 and 40 percent (about 75,000 to 100,000) of the Army's single Soldiers are involved in the BOSS Program. BOSS supports Year of the NCO fitness, leadership, and pride in service initiatives to enhance and accelerate the development of NCOs. BOSS representatives are encouraged to share their stories and successes with the BOSS program.

YEAR OF THE NON-COMMISSIONED OFFICER (NCO)

Family and Morale, Welfare and Recreation (FMWR) programs and services support the Army Chief of Staff's designation of 2009 as "The Year of the NCO." This recognition thanks and honors our NCOs and their Families for their service and sacrifice to our Nation. The Year of the NCO also tells the Army NCO story to internal and external audiences, and helps preserve the strength of the All-Volunteer Force. Over the year, specific initiatives will be launched that highlight and benefit the NCO Corps.

Our NCOs volunteer in ACS Programs, demonstrating that the Army takes care of its own. They participate in myriad sports programs such as All-Army teams, Wounded Warrior Sports, and the World Class Athlete Program, where our Soldiers excel in international competitions and have repeatedly medaled in the Olympics. NCOs donate their time and efforts as mentors in CYS Services and volunteer in scores of other MWR programs.

RECREATION PROGRAMS

Soldier and Community Recreation dramatically improved service to Soldiers and their Families by standardizing and increasing the quality of fitness center equipment and Wounded Warriors Sports programs, and providing entertainment “for the Soldier, by the Soldier” at garrisons and for deployed forces in Iraq and Afghanistan.

The Wounded Warrior Sports Program: The Wounded Warrior Sports Program is gives active-duty Soldiers with life-altering injuries an opportunity to compete in state and national level sporting events by paying for their athletic attire, registration fees, transportation, lodging, and per diem. Physically impaired Soldiers are able to apply for select competitions at which they believe they would be competitive. Selection is based on the Soldier’s prior experience and participation at local and regional competitions. Soldiers must qualify to compete in a state or national level sport competition for permanently physically impaired athletes. Participation eligibility is limited to those Soldiers who have been approved to remain in the Army after completing a Physical Evaluation Board.

Inclusive Recreation for Wounded Warrior Training: We have partnered with OSD in conjunction with the Pennsylvania State University Outreach Programs, to provide twelve "Inclusive Recreation for Wounded Warrior" training sessions over the next three years. This training is a four-day (32 hour) course designed to train staff who are recreation programmers/managers to successfully integrate active duty Wounded Warriors into existing MWR Recreation programs and services. This involves the ability

to recognize 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 be able to respond to their needs. Students will also develop an "Inclusion Action Plan" to implement upon return to their installations and will be able to apply the knowledge learned in this course to successfully meet the recreational needs of active duty Wounded Warriors. A byproduct of this course is the ability to integrate retirees and exceptional family members who may also have a disability. A total of 60 recreation staff from all of the Services (20 from Army) has been trained since the program's inception in January 2009.

Army Entertainment Division (AED): AED provides direct entertainment support to Soldiers and installations worldwide, carrying on the tradition of "entertainment for the Soldier, by the Soldier" as coined by Sergeant Irving Berlin, who started the Soldier Show in 1917. AED programs provide opportunities for Soldiers' personal aspirations and development, and recognition for excellence in entertainment pursuits. This program contributes to morale by responding to the basic human need for entertainment/diversion. AED programs include:

- **U.S. Army Soldier Show:** In its 26th consecutive year, the Soldier Show of today includes a cast and crew of 26 Soldiers. In its six-month tour, the Soldier Show plays to yearly audiences of over 140,000. Highly popular at installations worldwide, the Soldier Show generates more than \$350,000 in commercial sponsorship per year and supports recruitment, Army community, and host country relations.
- **Army Summer Concert Tour:** In its 16th consecutive year, the tour includes at least eight outdoor concerts at major installations with celebrity talent, generating over \$200,000 in commercial sponsorship. The program provides professional concerts at reasonable prices for Soldiers and the military community, and income for installation MWR programs.

- **USA Express:** In its 17th year, USA Express is a small (six to eight Soldier-performers), highly deployable show-band. It provides entertainment for remote and deployed locations abroad, primarily in southwest Asia, and supports Army recruitment initiatives.
- **Army Entertainment Competitions:** AED sponsors Army-wide annual contests and competitions in entertainment, theatre, and music. Contests generate local programming, skill development, and encourage personal development. All contests are pyramid in concept, starting at the unit level and culminating in Department of the Army-sponsored worldwide finals.

ENTERPRISE INITIATIVES

As a subordinate command of the Army Installation Management Command, FMWRC has undertaken a range of initiatives to standardize equipment and services throughout the Army to achieve a common customer expectation, aggregate total purchase requirements to drive down costs, and save substantial administrative purchasing time. Examples of successfully concluded acquisitions include golf carts, strength-training equipment, treadmills and cross trainers, soda fountain syrup, food/food supply prime vendor, and bed and bath linens. We have also formed a very productive partnership with Army and Air Force Exchange Service (AAFES) to combine purchasing power and leverage our strengths in the area of unofficial personal information services, transportation, warehousing, and beverage sourcing, among other initiatives.

BUSINESS PROGRAMS

Business programs maintain their own facilities and fund other critical MWR programs not capable of being self-sustaining. The Business Initiatives Group successfully implemented an MWR and AAFES warehousing partnership, closing MWR food and beverage warehousing operations in Germany and enabling activities to

purchase products directly from AAFES with a projected annual savings of \$4.9 million. Also during fiscal year 2008, the Army Lodging Success program saved \$4.3 million for travelers compared to lodging per diem on the economy, and the Temporary Change of Station Program saved \$15 million.

Business Operations guided the Joint Services Prime Vendor program to a 13 percent savings in fiscal year 2008. 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: The Joint Services Prime Vendor Program facilitates food procurement for hundreds of installations and reduces the costs of goods and overhead administration. The Army, Navy, Navy Exchange, Marine Corps, and Coast Guard participate in this NAF food procurement program.

The first Prime Vendor contracts were awarded in fiscal year 1992. 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 2008 combined purchases totaled \$136.4 million, and generated a savings of \$17.8 million.

Food, Beverage, and Entertainment (FBE) Programs: Food, beverage, and entertainment programs that give today's Soldiers and Families "what they want" are a priority MWR program focus. MWR food and beverage 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. Professional assessments of all installation food and beverage operations are performed to determine improvements needed to enhance MWR food operations.

- **The Name Brand Fast Food (NBFF) Initiative:** Provides Army installations the ability to offer Soldiers and their Families 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 in determining food service needs. To date, 55 installation assessments have been completed resulting in 23 recommendations for implementation. There are currently 12 units in operation: seven in Korea, and five in the U.S.
- **The Name Brand Casual Dining 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, there are Huddle Houses at Fort Gordon, Georgia; and Fort Polk, Louisiana. Plans call for a Chili's at Fort Hood, Texas. A solicitation to open National Brand Casual Dining Initiative operations on 22 stateside installations is currently in progress. Contract awards are expected in April 2009, further advancing dining opportunities on Army installations through partnerships with industry.
- **MWR Branded Restaurant Operations:** The FMWRC Branded Restaurant Operations program has expanded to include the Marine Corps and Air Force. MWR Branded Restaurants are open on Marine Corps Air Station Beaufort, South Carolina; Marine Corps Recruit Depot, Parris Island, South Carolina; Marine Corps Base Quantico, Virginia; and Menwith Hill Station Air Force Base in England. Eighty-nine quick and full service operations are open with five projects in construction, three projects in contracting, 19 projects in design, and 26 more in planning stages.

Bowling: Army bowling centers are Soldier and Family entertainment centers, which offer a multitude of amusement options including glow bowling, party rooms, video arcades, billiards, and Strike Zone snack bar operations. In fiscal year 2008, patrons bowled eight million games at the Army's 87 bowling centers worldwide. A new bowling entertainment center was opened at Vicenza, Italy; a new center was designed for Wiesbaden, Germany; and a center renovation was undertaken at Fort Lewis, Washington.

To support the Army Family Covenant, bowling centers provide discount bowling to Soldiers and Families affected by extended deployments. Bowling managers are being trained to coach adaptive needs bowling to better serve Warriors in Transition and others with adaptive needs.

Golf: The Army Golf Program provides high quality sports and leisure activities for the Soldiers and Families, supports the MWR "First Choice" service standard, and generates income to support other MWR programs. In fiscal year 2008, the Army Family enjoyed two million rounds of golf at the 53 separate Army-operated golf courses.

Future program plans include continued implementation of revised income standards adjusted for regional geographic differences, standardizing staffing levels, and increasing accessibility and instruction for disabled patron play. Also planned is a review of fees and charges with minimum fees established for all tiers of patrons, ensuring affordability for all ranks.

FINANCIAL ASSESSMENT

Operationally, total Appropriated (APF) and Nonappropriated Fund (NAF) support to the Army's MWR program for fiscal year 2008 amounted to \$2 billion, including construction. This represents a \$400 million increase over fiscal year 2007.

NAF revenue was \$1.049 billion, an \$18 million increase from fiscal year 2007. The APF support was \$1.1 billion, including construction, a \$420 million increase over the previous year.

The Army MWR Funds' collective financial position is sound as of September 30, 2008, with liquid assets (including cash reserved in sinking funds) exceeding current liabilities at a rate of 1.4 to 1.

The DoD standard is to use Appropriated Funds to fund 100 percent of costs for which they are authorized. No standards are specified for uncategorized, APF-authorized common service support, or overhead expenses, and these expenses represent the major use of NAF in lieu of authorized APF. 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 2008, the ratio of APF support for CAT A was 84 percent, one percent higher than it was in fiscal year 2007. A revised methodology for allocating overhead, which more logically portrays the application of APF and NAF support, was instituted in fiscal year 2006. However, for CAT A activities, excluding the overhead proration, the metrics were 95 percent for fiscal year 2008 and 91 percent for fiscal year 2007. APF support to CAT B, to include overhead proration, was 77 percent for fiscal year 2008, versus 65 percent for fiscal year 2007.

The Army is in its second year of full implementation of Uniform Funding and Management (UFM), authorized by the fiscal year 2003 National Defense Authorization Act. This major business reengineering initiative merges APF and NAF for the purposes of providing MWR services using NAF rules and procedures. The process of UFM does not increase or decrease the levels of APF supporting MWR. Rather, it is a new way of executing the program with an emphasis on eliminating redundancy and improving business practices in providing support for the functions of procurement, financial management, and human resource management.

CONCLUSION

The Chairman of the Joint Chiefs of Staff, Admiral Michael G. Mullen, in referring to the Army, recently explained “how this Sailor has come to see it.” “The first thing I learned about the Army is “hooah.” There are 1,000 or 10,000 or 100,000 different ways to say “hooah,” he continued, “But I learned that it is more than just a battle cry; it is a **way of life**. It says that you will never quit, never surrender, never leave your buddy. It says that you are proud of the hardships you have endured because there is deep meaning in every one of them.” After awarding medals to paratroopers assigned to the 173rd Airborne Brigade Combat Team in the Korengal Valley in Afghanistan, he observed, “When those Soldiers yelled ‘Hooah!’ after the ceremony, I understood that it was not because they were proud of their new medals; it was because they were proud of the difference they knew they were making together, **as a team—as an Army.**”

The men and women of the Army’s Family and MWR community will “never quit, never surrender,” and never stop striving to provide the quality of life our Soldiers and Families so richly deserve. We will continue to serve America’s Army wherever America’s Army serves. Thank you for the committed and unwavering support of this Subcommittee which contributes significantly to our success. We are proud of the difference we know we are making together, **as a team with—your support**. And so we say **“Hooah!”**