

STATEMENT BY

KENNETH O. PRESTON  
SERGEANT MAJOR OF THE ARMY

BEFORE THE  
COMMITTEE ON APPROPRIATIONS  
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Introduction

Mr. Chairman and committee members, I want to thank you for this opportunity to report to you on the 1.1 million men and women of America's Army.

Your support over this past year and your continued support today make a tremendous impact on our Army's ability to fight two wars, assist other nations as they build their own security forces, support our civil authorities here at home and abroad, and stand ready to deter and defeat new threats. People are the Army; Soldiers, Civilians and their Families volunteer to commit themselves in the service of our Nation. Your support has given us the resources that allow us to ensure our Soldiers are fully prepared for their missions and to care for their Family members who wait patiently for their warriors to come home.

I would like to begin by introducing the Soldiers seated behind me, the acting Command Sergeant Major (CSM) of the Army National Guard (ARNG), CSM Richard J. Burch, who serves as the Senior Enlisted Advisor for Major General Raymond W. Carpenter. Also with me is our newly appointed CSM of the U.S. Army Reserve (USAR), CSM Michael D. Schultz, who serves as the Senior Enlisted Advisor for Lieutenant General Jack Stultz. Both of these CSMs represent more than 569,000 citizen-Soldiers who play a vital role in defending our Nation. These CSMs are key

leaders in training and readiness preparation ensuring their Soldiers and units are ready to deploy when needed.

Today America's Army is busier than ever with more than 256,000 Soldiers forward deployed to 80 countries around the world. The Army has more than 147,000 deployed to Kuwait, Iraq, Afghanistan, and the Horn of Africa serving in Brigade Combat Teams (BCTs), Multi-Functional Brigades, Functional Brigades, and other force enabling units. We have more than 4,000 Department of the Army Civilians and 33,000 Civilian Contractors forward-deployed performing vital missions. Today we have more than 3,100 Soldiers in Haiti providing humanitarian assistance.

Since 9/11, more than 317,000 ARNG and 136,000 USAR Soldiers have served in Operation Iraqi Freedom, Operation Enduring Freedom, or Operation Noble Eagle. Both reserve components of the Army serve with pride and distinction in both the Iraq and Afghanistan theaters of operation. Both components provide support for our Homeland Security with capabilities that range from missile defense, support to the U.S. Border Patrol, and providing disaster relief.

During this past year I visited hundreds of posts, camps, and stations all around the world and in theater, to speak and listen to Soldiers and their Families. I have seen the tremendous work and sacrifice our Soldiers, Civilians and their Families make every day. The culture of innovation fostered by our young men and women around the world continues to demonstrate the American spirit of ingenuity and resolve, even under the most challenging of environments.

The global security environment for the foreseen future will continue to create an era of persistent conflict. An era where conflict and strife among the people of the world will

demand the help of governed nations to operate immediately, and conduct operations across the spectrum of conflict. A spectrum that will range from humanitarian relief and civil support, to peace keeping and peace support, to counterinsurgency (COIN) operations, to major combat, potentially all simultaneously in austere environments.

America's Army will support the Nation's strategic engagements around the world by performing the four critical roles of land forces. First, the Army must prevail in COIN operations. COIN operations are inherently protracted and prolonged confrontations that rely on security force capacity provided by host or allied forces. We must prevail in the current COIN operations in Iraq and Afghanistan as we help them build capacity and capability in their security forces. Second, as part of the Nation's strategy, the Army must engage to help other nations in their time of need to assure our friends and allies. Third, the Army must provide support to civil authorities at home and abroad. At home, the ARNG provides support to civil authorities during times of crisis, while Soldiers from all three components of the Army assist and advise foreign governments with health care, critical construction needs, planning, organizing, and integrating capabilities. Fourth, the Army must remain ready to deter and defeat hostile states and hybrid threats when called upon by the American people. The Army's readiness and capability to sustain major combat operations serves as a deterrent for near-peer threats.

The Army is now approximately 88% complete on modular transformation. Identical types of units across all three components; manned, equipped, and organized the same, will provide the flexibility to support the four critical roles of land forces. Regardless of the missions assigned, the Soldiers within these organizations have the training, education, and capabilities to achieve success. Our Soldiers will rely on a

range of capabilities as they analyze, adapt and apply themselves; in 3-man teams, squads, platoons and larger units, along with a menu of battlefield systems to win. Leaders and their Soldiers can today decide how to employ combinations of national power, information and economic tools, and broad strategic capabilities.

Our Soldiers, Civilians and their Families continue to meet the wartime requirements of our Nation as they have done for the past 8.5 years. The two major challenges the Army must overcome are to restore balance and set the conditions for the future of the All Volunteer Force. The Army's four strategic imperatives; Sustain, Prepare, Reset, and Transform establish the framework to overcome these challenges. People are the Army, and sustaining the all-volunteer force is our first priority. Preparing our forces and our leaders for success in the current conflict focuses the Army on working itself out of a job in Iraq and Afghanistan, while ensuring our Soldiers have the best training and equipment to get the job done. The pace and tempo of operations supporting two wars consumes the readiness of our people and equipment. Reset provides the means to restore readiness to our units returning from deployments for our equipment, and our Soldiers, Civilians and their Families. Transformation converts the Army we had prior to 9/11 to a modular organization that standardizes like units for a more deployable, adaptable, and versatile force. An increase in dwell time and the FY11 budget are two initiatives that will complete a 4 year plan to put the Army back in balance. With your support, we intend to restore balance and set the conditions for the future for the Army. This testimony identifies the strengths and weaknesses of our Soldiers, Civilians and Families quality of life attributes, using the Army's four strategic imperatives; Sustain, Prepare, Reset and Transform.

## **SUSTAIN**

### **Recruiting and Retention**

People are the Army and our Soldiers are the centerpiece of our formations. We cannot fight and win without well trained, educated, and dedicated Soldiers.

In Fiscal Year (FY) 09, the Army recruited 140,198 young men and women across all three components of the force. The active Army recruited over 70,000; the ARNG recruited over 52,000; the USAR recruited over 23,000 Soldiers. The hard work of our recruiters across the country, the support of our Army leaders, elected officials, and the support of the Nation all contributed to this huge success.

Thanks to your support, this past year we designed and implemented programs that assist our recruiting efforts. As an example, in February 2009 the Army started the Military Accessions Vital to the National Interest (MAVNI) initiative. The MAVNI initiative enlists legal non-citizens who have the necessary skills in a needed foreign language to meet our demands at home and abroad. While the Army has long enlisted lawful permanent residents of our country, this initiative expands the eligible market to include those individuals living in our country legally, but who do not have permanent residence. In return for their service, those enlisting through this program can apply for U.S. citizenship on an expedited basis. The MAVNI initiative fills personnel shortages in the health care, foreign language and cultural career fields enhancing our Army's effectiveness and success in mission accomplishment.

The Army's Active First Program recruits Soldiers to serve in the active component first, followed by a period of service in the ARNG or USAR. The ARNG administers the program by recruiting Soldiers for 30 to 48 months of service in the active Army in

critical occupational skills, followed by a remaining obligation of service in the ARNG or USAR. The Active First Program applies to new recruits with no prior military service. The program originated in 2007 under a trial period and continues to grow in success. Last year in FY09, the Army enlisted 1,409 recruits under this program ensuring the ARNG continues to receive young Soldiers into their ranks with years of military experience from the active component. Both the ARNG and USAR benefit from prior active service Soldiers among their ranks as they bring a wide breadth of experience, knowledge and diversity to their units.

The success of the Army's recruiting programs allowed us to improve the quality of the all volunteer force this past year. The Army closed conduct waivers in March 2009 and medical waivers in June 2009. Early indications reflect we are on track to meet or exceed our recruiting goals for FY10.

Since 2002, our retention rates have remained high. Army retention programs were a huge success story again last year. In FY09, the active Army exceeded retention goals by 24% with 68,387 Soldiers reenlisting for continued service. The ARNG exceeded retention goals by 6% with 36,672, and the USAR exceeded retention goals by 5% with 12,227 Soldiers reenlisting. Retention success starts with Army leaders throughout units and organizations creating command climates where Soldiers and their Families want to continue to serve. The command climate of an organization, coupled with job placement and job satisfaction enhance our retention success. Job satisfaction comes from executing unit missions around the world where Soldiers serve as valued members of the team, and the Nation in return, values their service. While we recruit many young single Soldiers for service within our ranks; following these initial years of

service, many of these young Soldiers marry and establish Families. Our retention success is from providing a quality of life for our Soldiers and their Families that is commensurate with the quality of their service.

The Post 9/11 GI Bill went into effect 1 August 2009. This bill is the most extensive educational benefit package ever offered to our Nation's Veterans, Soldiers and their Families. It is still too early to determine, but we are looking into the effects the Post 9/11 GI Bill might have on retaining our all volunteer force. One important factor which may support retention is the transferability clause established for this educational initiative. A Soldier may transfer their benefits to a spouse when they complete 6 years of active military service, and commit to an additional 4 years of active service. They may transfer these benefits to an eligible dependent when they complete 10 years of active military service. This clause in the 9/11 GI Bill incentivizes mid-career Soldiers to stay with the team and continue to serve. Keeping our talented and most experienced Soldiers and Leaders greatly enhances the depth and readiness of our force. While the Post 9/11 GI Bill enhances readiness, we have experienced some gaps and seams in the eligibility criteria for some of our Wounded Warriors.

We remain committed to eliminating the use of Stop Loss to retain Soldiers in deploying units by March 2011. In August 2009 we eliminated Stop Loss in the USAR and followed with the ARNG in September 2009. Last month we deployed the first Active component units with no Soldiers affected by Stop Loss. As of Dec 09, Stop Loss affected 8,353 Soldiers from all components assigned to units currently deployed prior to the start of this initiative (4,661 Active, 3,410 Guard, and 282 Reserves).

We will continue to retain our best and most experienced Soldiers to sustain our Army in this unpredictable and dangerous era of persistent conflict. We closely monitor our selective and critical skills reenlistment bonus programs, and as good stewards of the resources you provide, use those resources only as necessary. We appreciate your continued support to our recruiting and retention efforts as they allow us to sustain this quality all volunteer force.

### **Army Family Covenant**

Recognizing that the strength of our Army comes from the strength of our Army Families, the Secretary of the Army and the Chief of Staff of the Army initiated the Army Family Covenant in October 2007. Secretary of Army John McHugh, Chief of Staff of the Army General George W. Casey, Jr. and myself later re-affirmed the program in Oct 09. The Army Family Covenant (AFC) symbolizes the Army's commitment to Soldiers and their Families. The AFC institutionalizes the Army's commitment to provide Soldiers and Families across all three components of the Army, a quality of life commensurate with the quality of service they provide our Nation. The Army Family Covenant improves Soldier and Family readiness in seven general areas: standardizing Soldier and Family programs; increasing access and quality of health care; improving Soldier and Family housing; ensuring excellence in our schools, youth and child care services; expands the education and employment opportunities for Family members; improves Soldier quality of life in recreation, travel, and the Better Opportunities for Single Soldiers (BOSS) program; and improves relationships with local communities and marketplaces. From FY 07 to FY 10, the Army more than doubled its investment in

family programs. The Army included these family programs in the FY10 base budget to ensure they remain enduring by increasing funding from \$1.7B in FY 10 to \$1.9B in FY 15. We are investing the Nation's resources wisely; focusing on our Soldiers and Families in areas that will enable readiness and resilience, while reducing the turbulence and stress that comes with military life. Continuing predictable funding is crucial to sustaining and preserving the All Volunteer Force.

Since the unveiling of the Army Family Covenant, the Army has made significant progress towards fulfilling its commitment to Soldiers, Families, and Civilians:

To help reduce the stigma of seeking behavioral health counseling, we increased the number of Military Family Life Consultants (MFLCs) to 620 in FY 10. The Army placed 502 MFLCs in Army Community Services (ACS) and Child, Youth and School Service (CYS) facilities to date. The Army plans to embed another 118 MFLCs at the brigade level by end of this FY.

In direct response to our married Soldiers who are feeling the stress of separation due to deployments, the Army developed the Strong Bonds program. The Strong Bonds program helps married (and soon to be married) couples maintain successful relationships under the stresses of multiple deployments. The Strong Bonds program provided support for more than 1,600 chaplain-led "Strong Bonds" couples and Families in enhancement retreats.

To reduce stress on Family Readiness Group (FRG) leaders, we added 1,099 Family Readiness Support Assistants (FRSA). The FRSA serves as the linchpin between the commander, the FRG leader, and the installation. Linking these three elements together ensures all participants of the FRG remain connected with the

organization, and supported by the installation and Army. The FRSA serves as a member of the brigade or battalion commander's staff to assist the commander and the Family Readiness Group, especially during a deployment. The FRSA assists with coordinating and preparing pre-deployment and redeployment activities; schedules and coordinates Family readiness and unit sponsored training events; and assists in the development and distribution of unit newsletters to keep Families informed. FRSAs coordinate video teleconferences between Families and their Soldiers, and serve as subject matter experts for the services provided by community agencies to assist Families needing any type of information or help during a deployment. These FRSAs serve at every battalion and brigade headquarters across the active Army, and for those ARNG and USAR units deployed.

To ensure we are embracing, reassuring and continually reaching out to our Survivors of Fallen Warriors, we refocused the Survivor Outreach Services (SOS) mission by building a unified support system and enhancing our Survivor benefits. We extended Housing benefits up to 365 days. Survivors living off the installation receive one full year of basic allowance for housing. Surviving children can remain in their current DOD stateside school setting until they transition; and Survivors have up to three years to take advantage of their final move benefit.

To help ease the daily burdens of household management, and balance work and life, we increased deployment respite child care from 5 to 16 hours per month per child for Families of deployed Soldiers. Respite child care programs provide expanded hourly care and respite child care services. These services help 'custodial' parents or guardians find the time to address personal needs such as medical appointments, or

take a "break" from the stress of being a geographical "single parent" during the deployment cycle.

To assist Army Families with members who have special needs, we provided up to 40 hours of respite care per month, per exceptional Family member. Exceptional Family Member Program (EFMP) respite care provides assistance to parents caring for special needs Family members. This program provides the time to address personal needs, provide attention to other Family members, and to mitigate the additional stress created by the deployment cycle.

We must never forget that we are one Army made up of Active Duty, ARNG, and USAR components. We must often reach "beyond the gates of the garrison" to ensure we reach our geographically dispersed Families. To ensure all Soldiers and Families have access to child care and youth programs, we created several community-based outreach services. These services include; Army Child Care in Your Neighborhood, Army School Age Programs in Your Neighborhood, and Army Youth Programs in Your Neighborhood. These Army affiliated and funded community based programs supplement (not replace) programs operating on Army installations. Participating community child care and youth programs are generally located in garrison catchment areas and meet standards comparable to on post child care and youth programs.

We are easing the burdens placed on military spouses created by frequent moves by ensuring military spouses have increased opportunities for employment. The Army Spouse Employment Partnership (ASEP) partners with Fortune 100/500 companies and government agencies to provide employment opportunities for military

spouses. In FY 09, ASEP hired approximately 15,600 spouses. Since the program's inception in 2003, 65,309 spouses gained employment.

### **Army Community Covenant**

The Community Covenant was the natural next step to the Army Family Covenant to formalize support from local communities across America. The program's design fosters and sustains effective state and community support to improve quality of life for Soldiers and their Families. It is a formal commitment of support by state and local communities to Soldiers and Families of the Army – Active, ARNG and USAR.

Community Covenant signing ceremonies are a community's public commitment to support the strength, resilience and readiness of Soldiers and their Families. Since the first signing in April 2008, there have been over 450 ceremonies in 48 states, three territories, and the District of Columbia.

The Community Covenant targets national, state, and local organizations that provide education, employment, financial support, and support for surviving spouses, Wounded Warriors and deployed Soldiers and their Families. You will find over 550 of these programs and services highlighted on the Community Covenant web site.

Our goal now is to target specific areas of the country where the needs of geographically dispersed Soldiers and Families are the greatest. We must ensure they receive the same level of support as our Active Soldiers and Families in or around our military installations. We will use the Community Covenant platform to inspire and organize a comprehensive, multi-agency and versatile mix of tailored and networked, community support organizations to provide support resources. The Community

Covenant provides an opportunity for the American public to answer the President and First Lady's call to community service in support of military Families.

### **Yellow Ribbon Reintegration Program (YRRP)**

The YRRP began as an initiative of the Minnesota ARNG in 2007. The success of the program to care for reserve component Soldiers and their Families before, during and after a deployment was exactly what the Army needed during this period of high deployments for the ARNG and the USAR. The mission of the YRRP program is to care for Soldiers and their Families by making them self-reliant and resilient throughout the entire deployment cycle. The YRRP establishes a cooperative network of military services, veteran service organizations, state governmental departments, and other agencies. These agencies provide information, resources, referral and proactive outreach to Soldiers, Family members and employers throughout all mobilization phases. The system is flexible and designed to meet the needs of mobilized Soldiers and geographically dispersed Families. This past year the ARNG and USAR conducted 1,262 YRRP events across the Nation with more than 79,800 Soldiers and 95,000 Family members attending. The success of the program centers on a series of 7 seminars designed to bring Soldiers and their Families together, to provide education on quality of life needs. The YRRP begins with an initial seminar 1 year prior to mobilization to discuss Soldier and Family support, followed with a second seminar 30 days prior to mobilization. Once mobilized and deployed, the third seminar of the YRRP ensures Family members are receiving any and all assistance needed within the first 60 days. The YRRP brings Families together a second time during the deployment in a

fourth seminar to prepare them for the upcoming reunion and reintegration with their Soldiers. There are 3 seminars planned following the units redeployment, placed at the 30, 60 and approximately 90-day periods. These 3, two day seminars allow unit leaders to monitor the reintegration process of their Soldiers and Families, and provide the needed behavioral health and counseling services in a surge capacity. The Army currently has more than 1,200 Joint YRRP events planned for FY10.

### **Wounded Warrior Care**

The Army currently has 29 Warrior Transition Units (WTU) supporting almost 9,000 wounded, ill or injured Soldiers at major installations across the country and Europe. The WTU's mission is to support wounded, ill or injured Soldiers and their Families through healing, rehabilitation, and reintegration back into the Army. When continued service in the Army is not an option, the WTU facilitates reintegration back into society and the civilian workforce. In addition to the 29 WTUs across the Army, we established 9 Community-Based Warrior Transition Units (CBWTU) to allow recuperating Soldiers to live in their home community, and utilize health care at local medical facilities. The mission of the CBWTU is to provide high quality health care and administrative processing for ARNG and USAR Soldiers. The CBWTU allows Soldiers to live and perform duties close to their home of record and Family. The CBWTU allows ARNG and USAR Soldiers to report and work at their local armories within their physical limitations and restrictions. Every Soldier in the CBWTU program has a nurse case manager to coordinate healthcare appointments, track progress, and ensure the Soldier's care meets the Army and TRICARE standards. The CBWTU focuses on

helping the ARNG and USAR Soldier transition back to pre-mobilization health. The CBWTU program currently manages more than 1,700 Soldiers across the Nation.

The Army also assists Soldiers through the U.S. Army Wounded Warrior Program (AW2). AW2 provides personalized support to severely wounded, ill, and injured Soldiers, Veterans, and their Families wherever they live, and for as long as it takes. AW2 Advocates assist severely wounded, ill, and injured Soldiers, Veterans, and their Families on a daily basis. AW2 Advocates connect Warriors and their Families with career and education opportunities, benefit information, and local resources. AW2 Advocates also assist with MEB/PEB guidance and government agency coordination. As of 1 Feb there were nearly 6,100 severely wounded, ill, and injured Soldiers and Veterans assisted by 152 AW2 Advocates. About 1,500 of these Soldiers are currently part of the nearly 9,000 Soldiers combined who receive medical and rehabilitation care through WTUs and CBWTUs.

The Army developed the Soldier and Family Assistance Centers (SFAC) at all of our installations with a WTU. The SFAC provides services needed to facilitate the transition of Soldiers and their Families back into the Army and when required, back into society. Services provided by the SFAC include transition support, financial counseling, child care and education counseling. The SFAC also serves as a conduit for educating and distributing federal, state, local and non-governmental assistance while the Soldier and Family are in our care.

## **Medical**

TRICARE is the Army's health care program serving Soldiers and their Families in the active, ARNG, USAR, our retired Soldiers, and surviving spouses. As a major component of the Military Health System, TRICARE brings together the health care resources of the uniformed services and supplements them with networks of civilian health care professionals. TRICARE allows the Army to expand the coverage of needed health care beyond established military treatment facilities. By partnering with health care professionals, institutions, pharmacies and suppliers in the civilian sector, Soldiers and their Families get their health care services when needed. TRICARE is critical to the readiness and quality of life we provide to our Soldiers and their Families, especially today with many of our military health care professionals deployed. Access to health care and health care services is a top concern of our Soldiers and Families.

A huge success and much appreciated program for the ARNG and USAR Soldiers is the TRICARE Reserve Select (TRS) program. TRS is a premium based health care plan designed for ARNG and USAR Soldiers and Families to have access to an affordable benefit while serving in part-time status. TRS offers a health care plan similar to the TRICARE Standard and TRICARE Extra programs with a monthly premium. TRS rates increased slightly for 2010 due to the increasing costs of providing health care. Single Soldier rates increased from \$47.51 to \$49.62 and the Family rate increased from \$180.17 to \$197.65. TRS now provides our ARNG and USAR Soldiers and their Families access to an affordable health care plan. Sustaining the health of our Soldiers across all components of the Army is a readiness priority.

## **Child and Youth Services (CYS)**

Army CYC provides the programs needed to sustain our Soldier's Families in this era of persistent conflict, uncertainty and frequent deployments. Army Families are generally younger than the average American Family and more geographically dispersed away from extended Families in their original home towns and communities. For those married Soldiers who deploy, 49% have children under the age of two. A Soldier's normal duty day in the Army begins early in the morning requiring child care and youth supervision options for 10 to 14 hours per day, including evenings, and weekends. When married Soldiers deploy, they leave a single, working parent at home to care for the children and run the household. Deployments for Soldiers in remote duty stations and overseas locations without adequate care options only exacerbate the challenges for the Family.

With your help, the Army was able to gain approval for 59 Child Development Centers (CDC) and seven Youth Centers between FY09-14, with nine of these CDCs designed for 24 hour support. Projects approved in FY09 alone will add more than 6,000 child care spaces to our inventory. We are on track to reach our goal of meeting 80% of the child care demand and 35% of the youth participation demand by the end of this fiscal year.

Operation Military Kids increases availability, improves quality, and sustains affordability of CYC Services for Soldiers and their Families. This program also provides community based outreach services for children and youth of deployed Active, ARNG and USAR Soldiers.

The Army provides child care at reduced rates in more than 2,000 community child care programs to support geographically dispersed children. These programs include: Operation Military Child Care, Army Child Care in Your Neighborhood, Army School Age Programs in Your Neighborhood and Military Child Care in Your Neighborhood.

Access to quality education opportunities for military children is a critical quality of life issue for Army Soldiers and Families. High military student turnover and repeated deployments impact the public schools on and surrounding our military installations. In order to support them, we partnered with school districts, the U.S. Department of Education and the DOD to establish a comprehensive School Transition Service Program to mitigate these potentially negative impacts. Local School Liaison Officers serve as a resource for Active and Reserve Component Commanders, parents, and educators to address the unique educational issues military children face. First initiated in 2000, the Army now has 141 School Liaison Officers and 8 School Support Services staff serving active and reserve component Families. Over 400 public school superintendents pledged to adopt reciprocal practices that minimize academic and social disruptions for military students.

Army CYS programs send a clear message that the Army cares about Families. These programs reduce stress on Families by minimizing Soldier and spouse lost duty and work time. These programs play a critical role in influencing Soldier and Family decisions to remain in the Army because they provide positive developmental opportunities for their young and school age children. Most importantly, these programs demonstrate how the Army cares about its people. Our Soldiers and their Families rate

CYS programs as critical and essential to their Family's quality of life and their decision for continued service.

### **Family Housing and Soldier Barracks**

Quality of life for our Soldiers and Families is critical in maintaining our All Volunteer Force. A key strategy to improving Family Housing is the Residential Communities Initiative (RCI). RCI provides quality and modern housing that Soldiers and their Families proudly call home. RCI is the principle program we are utilizing to eliminate inadequate Family housing and has made significant, positive impacts in improving quality of life. RCI began in 1999 and today we have established privatized housing on 44 installations. Through FY09, RCI programs built more than 21,000 homes and renovated 15,000. By the end of FY10, the Army will have 98% of on-post family housing privatized, with only 2% of our housing inventory maintained through traditional funding. Our housing strategy is working!

Like many Americans, Soldiers and their Families are affected by the economic down turn. Soldiers and their Families move periodically to new duty stations across the country and around the world. Approximately 33% of our married Soldiers live in Family housing and 67% live outside our installations. Soldiers receive a basic allowance for housing based on the rental market rates in the local area. Lack of available rental housing, location, and proximity to schools and shopping are factors Soldiers and Families contend with when moving to a new area. In many cases, they purchase a home that meets their quality of life needs. When Soldiers receive Permanent Change of Station (PCS) orders, they are often forced to sell their homes.

Often they are forced to sell their homes at a loss, foreclose on their mortgage, or must leave their Families and travel unaccompanied to their next duty station. This creates stress on them and their Families.

The DOD, with your support, allocated funds from the American Recovery and Reinvestment Act of 2009 (ARRA) to temporarily expand support for military members, military Families, and DOD civilian employees impacted by the current economic crises. The program provides assistance for those who take a loss on the sale of their home due to a PCS move to a new duty station. The ARRA provided funding for the following: -19,300 permanent party barracks spaces in 159 facilities, 12,162 training barracks spaces in 119 facilities, and the funding for the construction of 64 new homes and infrastructure repair. The ARRA also provided the DOD with \$555 million to temporarily expand the Homeowners Assistance Program (HAP), which the Army serves as the executive agent for all military services. The HAP offsets losses incurred during relocation for many Service Members, surviving spouses, and civilian defense employees. Thank you for your support of this important program.

The single Soldier population in the Army is approximately 45% of the total Soldier population serving today. For these Soldiers, we are in the late stages of an ambitious barracks modernization program. At the end of FY11, 159,717 (97%) of 169,657 of our permanent party barracks will meet a 1+1 or equivalent standard. A 1+1 standard provides the single Soldier a personal room of their own with a shared bathroom and common area between two rooms. This standard eliminates multiple open showers, sinks and toilet facilities and greatly improves the quality of life for our permanent party single Soldiers. Our FY09 through FY13 appropriation request contains the funding

necessary to begin the final stages of construction. The FY13 funding approval will allow us to complete permanent party barracks construction in FY15.

Training barracks continue to be a challenge. Funding priorities of the past focused on Family housing and permanent party Soldier barracks, while barracks for Soldiers attending Initial Entry Training (IET) were a lower priority. For an average of 15 to 36 weeks, training barracks are home for our Soldiers. Many of our training barracks range in age from 40 to 100 years old. These barracks are the first impression Soldiers new to the Army see and live-in as they transition from civilian life to the Army. In FY11, the Army will only have 65,615 (52%) of 125,413 of our training barracks spaces adequately funded for modernization. We plan to allocate funding that eliminates inadequate training barracks by FY15 and allows new barracks completion by FY17. We ask for your continued support to help us complete our barracks modernization program.

## **PREPARE**

We must continue to prepare the force for success in both the current conflict, and the strategic and operational environments of the future. To do this, the Army has four key goals essential for success. First, we will complete growing the Army and establishing our modular formations. Second, we continue to enhance individual and the collective training provided to Soldiers and their units to better prepare them for challenging and complex operational environments. Third, we will maintain our technological edge by providing our forces the equipment they need to succeed. Fourth, we will institutionalize the Army Force Generation (ARFORGEN) process providing predictability and stability for Soldiers and their Families.

The Army has undergone significant changes in recent years, and we must continue to change to keep pace with an uncertain and complex era of persistent conflict. The same requirements that drive our imperative to change also direct our modernization efforts and need for institutional adaptation.

We will continue to adapt our institutional, collective, and individual training to enable Leaders and Soldiers to succeed in combat, and prevail against highly adaptive and intelligent adversaries. We continue to improve our training facilities at home stations and at our Combat Training Centers (CTC). We are replicating and increasing realism by creating the challenges of irregular warfare in COIN environments where we operate around the globe. Training and education provides the foundation for building strength, resilience, and the critical thinking skills for success in a deployed theater or at home with the Family. Soldier and Leader confidence comes from training and education initiatives, and from the individual equipment they wear and utilize. We have a focused commitment to ensure our Soldiers have the best available equipment to protect themselves and their comrades, while maintaining a technological advantage over our adversaries.

The Army's Comprehensive Soldier Fitness (CSF) program is a holistic program focused on developing the five dimensions of strength validated by the World Health Organization. The five dimensions of strength are Physical, Emotional, Social, Spiritual, and Family. General Casey established the Army's CSF program in 2008 with the intent of increasing strength, resilience and enhancing the performance of our Soldiers, Civilians and their Families. Partnering with the University of Pennsylvania, we are leveraging experts in the psychology field to develop this program. CSF focuses on

assessing the current strengths of the individual across all five dimensions, and provides the training and education to increase strength and resilience. This program is tied to the life-long learning principles of our education systems, focusing on building strength in each of the five dimensions throughout an individual's service with the Army.

The CSF program has four pillars; the Global Assessment Tool (GAT), Comprehensive Resilience Self-Development Modules (SDM), Master Resilience Trainer (MRT), and initiatives to include this education in all levels of professional military education. Just as the Army's Physical Fitness Test provides the individual with an assessment of their physical fitness, the Global Assessment Tool provides the individual with a confidential and personalized assessment of their strengths and weaknesses in the four other dimensions. The GAT provides individuals with a roadmap for how to begin increasing strength and resilience in those areas where they want to improve. The GAT is now available for all Soldiers to take on line.

The second pillar of the CSF program is the Comprehensive Resilience Self-Development Modules (SDM). Modules are administered to Soldiers confidentially on-line and are currently available to our Soldiers. We intend to offer the SDMs to our Family Members and our Civilian workforce in FY11.

The third pillar of the CSF program is the Master Resilience Trainer. Master Resilience Trainers will serve as the resilience subject matter expert for the commander at the battalion level and above. The MRT teaches and develops CSF initiatives within the organization for Soldiers and their Families. Master Resilience Training is the core of the CSF program, and is currently taught at the University of Pennsylvania. We will institutionalize the program and establish our own school at Fort Jackson to begin

instruction at the end of this year. The University of Pennsylvania has trained more than 430 graduates to date and we are on glide path to train and field an additional 1,800 MRTs this year. As Fort Jackson assumes responsibility for the instructional training program, we intend to train and sustain a total of 5,400 MRTs for the Army.

The CSF program will continue to grow. We will incorporate CSF education across all professional military training and education programs. New recruits will receive strength and resilience training as part of their IET prior to reporting to their first permanent duty station. Throughout the Soldier's career, all phases and levels of professional military education will have strength and resilience training integrated in each curriculum or program of instruction where applicable. The CSF program focuses on prevention and building strength and resiliency versus providing treatment after a problem occurs.

We have seen an increase in suicide rates for the fifth consecutive year. This past year we increased our efforts, resources and initiatives to mitigate suicidal behavior. We conducted stand-down days in February and March of last year and incorporated training for peer-level recognition of behaviors that may lead to suicide, and intervention at the lowest levels.

We conducted a chain teaching program following the stand-down that ran from 15 March to 15 July that touched every Soldier and Leader across all three components of the Army. The chain teaching program placed leaders in front of Soldiers talking about their own challenges and the value of seeking help. These efforts continue to chip away at the perceived stigma that asking for help demonstrates weakness. To reinforce our message, we produced the interactive training videos "Beyond the Front" and "Shoulder

to Shoulder: No Soldier Stands Alone.” We established a Suicide Prevention Task Force to make rapid improvements across the full spectrum of health promotion, risk reduction and suicide prevention programs. The Army Suicide Prevention Task force identified more than 250 different tasks related to suicide prevention doctrine, organization, training, material, leadership, personnel and facilities. The Army has implemented over 90% of these tasks to date.

We believe the work this past year has had a positive impact on stemming the number of suicides. We started last calendar year with 20 suicides in January and 19 suicides in February. Our original estimates reflected we would exceed 220 suicides in 2009. We finished 2009 with 160 suicides, exceeding the 140 suicides of 2008. We believe our training focus and education programs made a difference. New emerging programs like CSF give us the ability to build resilience and strength throughout our force.

When our Soldiers return home, most will experience a brief readjustment period and a successful home transition. Some will, however, need short or long-term counseling to assist in their transition. Our PTSD rates rose each year from Calendar Year (CY) 2003 to 2008. In CY09 our PTSD cases decreased from 10,086 in CY08 to 7,647 Soldiers returning from deployment. In CY09 our PTSD cases for Soldiers that were never deployed decreased from 1,305 in CY08 to 954. Our efforts in education, prevention, and early treatment are making a difference in reducing the number of Soldiers diagnosed with PTSD. Our goal is to ensure that every Soldier receives the health care they need. Reducing the stigma associated with getting psychological care continues to be our focus. Some Soldiers still view seeking help for psychological

stress as a sign of weakness or failing in their service as a Soldier. We are working hard to change that attitude.

The Army Medical Department offers an extensive array of Behavioral Health services to address the strains on Soldiers and Families who face the demands of military life during this period of increased operational tempo and persistent conflict. We offer services that include combat and operational stress control, routine behavioral healthcare, and suicide prevention programs. Chaplains, Military One Source, and Army Community Service also offer substantial support.

We will continue to review and assess the effectiveness of Army Health Promotion, Risk Reduction and Suicide Prevention programs at all levels. We continue to focus on our Soldiers, Civilians and their Families to ensure they receive the help they need in a timely and effective manner.

Our Soldiers are better equipped today than any time in our 235 year history. This past year, we invested heavily in the latest force protection equipment and high-quality gear for our Soldiers. The Rapid Fielding Initiative (RFI) program accelerates the fielding of commercial, off-the-shelf technologies to quickly deliver essential equipment to Soldiers before they deploy. RFI leverages current development programs, lessons learned from operations in Iraq and Afghanistan, and commercial off-the-shelf technology to give Soldiers increased survivability, lethality, and mobility.

To maintain currency and relevancy, the Army's Training and Doctrine Command (TRADOC) regularly updates the RFI list of equipment issued to Soldiers. Last year, we made improvements to the mountaineering boot to better support Soldiers operating in the mountains of Eastern Afghanistan. We made improvements in combat eye

protection, fire resistant Army combat uniforms, and the Generation III Extended Cold Weather Clothing System.

The Army introduced the Army Combat Uniform (ACU) in 2004. The Army is using a rigorous four-phase initiative to explore alternatives to the current ACU camouflage pattern for Soldiers in Afghanistan in response to their needs and Congress. Beyond the immediate needs of Soldiers in Operation Enduring Freedom, we are looking at a ground combat camouflage uniform for all Soldiers.

Revaluating uniforms and equipment for survivability and durability is a routine part of our process. We used this process in the development and design of the ACU, and continually monitor Soldier feedback and surveys to ensure we continue to provide the equipment they need for mission success.

Since the introduction of the ACU, Soldier assessments resulted in many modifications and improvements. These changes include: reinforced seams to reduce tearing, reshaping the collar, introducing a larger sleeve pen pocket, replacing the Velcro on the pants pockets with buttons, reinforced the crotch to improve durability, and introducing more sizes to accommodate Soldiers' needs.

Current individual protective equipment now includes the Improved Outer Tactical Vest (IOTV) and the Enhanced Small Arms Protective Inserts (ESAPI), and the Fire Resistant Army Combat Uniform (FRACU). The IOTV is more than three pounds lighter than its predecessor and lightens the load our Soldiers carry. It is manufactured in 11 sizes, and provides a better fit by utilizing multiple adjustment points that improve weight distribution. The IOTV provides increased area protection and features a quick release mechanism allowing Soldiers or medical first responders to instantly remove the

vest in emergency situations. We are currently at 100% in fielding the IOTV to all Soldiers in all theaters of operations.

Commanders and Soldiers operating in the higher elevations of Eastern Afghanistan asked for a lighter version of the IOTV. In response to their needs, we fielded the KDH Plate carrier. The KDH Plate Carrier (medium size) is more than 5.65 lbs lighter than a stripped down variation of a medium IOTV. The KDH Plate Carrier is not a replacement for the IOTV but an additional option for commanders to use during missions in the steep terrain, generally above 8,000 feet.

To improve ballistic and concussive protection, we fielded the Army Combat Helmet (ACH) with Pad System. The seven pad suspension system, with four-point harness, improves the center of balance, provides better comfort, improves situational awareness, and allows Soldiers to aim and fire their weapons unrestricted from any firing position. We added the Neck Armor Protective Enhancement (NAPE) Pad to the ACH to provide additional stability for the entire head and improved fragmentation protection. The Army fielded the ACH to 92% of the total force, with 100% of the Soldiers in theater wearing the new helmet. In conjunction with this fielding initiative, in 2008 we fielded two brigade combat teams with the first generation of helmet sensors mounted inside the ACH. The sensors measure concussive events and overpressure during accidents and explosions, which contribute to Mild Traumatic Brain Injuries (mTBI). This year, we will field 30,000 ACH's with Generation II Helmet Sensors to 6 different brigade size elements deploying for combat operations. The sensors will provide the diagnostic data needed to understand mTBI and focus on prevention, treatment and interdiction of severe injuries for Soldiers in the future.

Every day Soldiers are patrolling the roads in armored wheeled vehicles in Afghanistan and Iraq. We will continue to work initiatives to support fielding add-on-armor kits for the Mine Resistant Ambush Protected (MRAP) and Armored Security Vehicles (ASV) to improve Soldier protection. The Army also continues to work initiatives to support fielding aircraft survivability equipment, electronic countermeasures and combating Improvised Explosive Devices (IED). Currently we have almost 11,000 MRAPs and 1,121 ASVs in theater and they are saving Soldier's lives. We have also fielded 448 MRAP All Terrain Vehicles (MRAP-ATV) in Afghanistan. The MRAP-ATV provides high levels of protection in restricted rural, mountainous, and urban environments. The MRAP-ATV supports mounted patrols, reconnaissance, security, convoy protection, communication, command and control, and combat service support missions.

The Joint Improvised Explosive Device Defeat Organization (JIEDDO) has been instrumental in identifying the tactics, techniques and procedures used by the enemy to employ IEDs, and in developing the training and equipment to counter these threats. IEDs are the number one terrorist weapon used worldwide. Our Soldiers are learning the enemy's methods for building and employing these deadly weapons, and are training to defeat and counter the threats here at home prior to deployment.

Our training focus and our deployed theater strategy is to defeat the entire IED network threat. This strategy focuses on individual protection, finding the IEDs before they explode, identifying the network of bomb suppliers and bomb makers, and killing or capturing the insurgents that emplace the devices. Since 2005, we have increased our

effectiveness in countering IEDs by attacking the IED network, defeating the devices and training our force.

## **RESET**

More than eight years of combat operations has taken its toll on our people and equipment. The pace and tempo of combat operations over a calendar year in Iraq and Afghanistan exceed the planned annual operational tempo for all of our ground combat and aircraft systems. As an example, an armored truck will incur 5 to 6 years of normal use over the course of one year in theater. Our aircraft are incurring 4 to 5 years of normal use over the course of one year in theater. After two years in theater, these armored trucks are in reality 10 to 12 years old, and the aircraft 8 to 10 years old, all needing to come back to a depot for reset. Resetting our equipment every couple of years is critical to our Nation's readiness and requires timely and adequate funding. Our ability to continue our Reset programs determines our readiness and versatility for future contingencies. This year we will reset nearly 100,000 pieces of equipment and will sustain this pace of reset for as long as troop deployment levels remain constant.

Maintenance activities and the capacity of our Army depots are now at the highest levels in more than 35 years. The Army Material Command (AMC) has done a magnificent job resetting all of our equipment from Abrams tanks and up-armored trucks to rifles, radios, and night vision goggles. AMC continues to provide reset equipment in the quality, quantity, and speed needed to get it back into the hands of the Soldiers.

In 2008, we initiated a 6-month reset program for 13 units – 8 active Army and 5 from the ARNG and USAR. This program focused on providing a longer period of time

for Soldiers to reset themselves. In 2007, at the height of the surge in Iraq, we had to deploy units on a 15-month cycle, with only 12 months of dwell time at home before the next deployment. In 2009, our last unit on a 15-month deployment returned home. The Chief of Staff of the Army recognized Soldiers and their Leaders needed time at the end of a deployment to return to a normal and predictable schedule. The intent of the 6-month reset model is to provide normal work hours, a predictable garrison schedule, no working on weekends and no extended-hour duty days. The ability to have more dwell time between deployments and the success of the 6-month reset program expanded this year to include all units returning from a deployment.

To provide a sustained flow of trained and ready forces at a tempo sustainable for our All Volunteer force, we instituted the Army Force Generation (ARFORGEN) process. ARFORGEN consists of three phases; Reset, Train-Ready, and Available. Each of the three phases provides a systematic and predictable sequence to reset the unit for future operations. ARFORGEN manages the complex tasks of manning, equipping and training to provide a versatile force package on a predictable time line. When each unit reaches the 18 to 24 month point of the train and ready phase of the ARFORGEN cycle, they are capable of conducting full spectrum operations. This process provides us a sustainable force with an operational tempo of 1 year deployed with 2 years dwell time (1:2) at home station for our Active component units; and 1 year deployed and 4 years dwell (1:4) for our Reserve components units. This increased dwell time is critical to getting the Army back in balance for current surge operations, but in the out years we must get to a 1:3/1:5 ratio to sustain long term operations. The ARFORGEN process transforms the Army to a supply focused force versus a demand

focused force. Under our current plan, 70% of the Active Army and 80% of the Reserve component will meet the 1:2/1:4 ratio by the end of FY11. The ARFORGEN process increases predictability for Soldiers, Families, employers, and communities; and enables our reserve components to remain an integral element of the operational force while providing the Nation with an increased level of strategic depth.

The Army has undergone significant changes in recent years, and we must continue to change in order to keep pace with an environment of uncertainty and complexity in this era of persistent conflict. The same requirements that drive the imperative to change also direct our modernization efforts and need for institutional adaptation.

## **TRANSFORM**

For the past 6 years we have worked to transform our Army from a division centric, Cold War focused Army to a brigade centric, modular force of 73 Brigade Combat Teams (BCT) and 230 Support Brigades. Modular transformation is now 88% complete and rebalancing our force structure is 65% complete. This transformation provides the Nation and the Army with the right mix of organizations to sustain the force for long duration rotations. We are on track to complete the largest transformation of the Army since World War II by the end of FY13 for all components. This transformation will provide a larger pool of deployable units, increase Soldiers dwell time at home between deployments, and provide more predictability and stability for Soldiers and their Families. A key element of this strategy is the continued transformation of the Army's Reserve Components into an operational force.

Completing the requirements of the Base Realignment and Closure (BRAC) statutes is central to our Restationing Force plan. This past year, the Army closed three active installations and five US Army Reserve Centers. To date, 59 of 263 major military construction projects are complete. We are on track to complete Base Realignment and Closure (BRAC) by the end of FY11.

## **THE WAY AHEAD**

In closing, I want to stress the amazing work being done every day by our Soldiers, Civilians and Families around the world. They represent what is best of our Nation and work tirelessly to build lasting relationships wherever they deploy. Like their predecessors of generations past, our Soldiers are making a lasting impact on our Nation and the people of the world. Our Soldiers are the best trained, best manned, best equipped and best led force in our history. Every generation has its heroes, and this one is no different.

Throughout the past year, many of you have traveled to Iraq and Afghanistan. You have seen firsthand the great accomplishments and successes that occur every day. Our Soldiers' focus is to win and work themselves out of a job as quickly as possible so they can all come home.

This past year we celebrated 2009 as the Year of the Noncommissioned Officer (NCO). We accelerated previously approved strategic NCO development initiatives to enhance training, education, capability, and utilization of our NCO Corps. We showcased the NCO story for the Army and the American people to honor the sacrifices and celebrate the contributions of the NCO Corps, past and present. Our NCO Corps

serves as a shining example for armies all around the world. Our NCOs lead the way in education, in training, and in discipline. They share their strength of character with every Soldier they lead, every officer they serve, and every civilian they support.

Thank you again for your continued support to our Soldiers and their Families. With your support, we have made great progress to in all aspects of our Army. As I reflect on the progress we have made over the past 6 years, I am grateful for your help and proud to have your support for the future.

I appreciate this opportunity to speak before you today and represent all of our Soldiers, Civilians and Family members serving "America's Army." Thank you.