

RECORD VERSION

STATEMENT BY

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BEFORE THE

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**ON THE FISCAL YEAR 2006
ARMY MILITARY CONSTRUCTION BUDGET**

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INTRODUCTION

Mr. Chairman and members of the subcommittee, it is a pleasure to appear before you to discuss our Army's Military Construction budget for Fiscal Year 2006. Our request includes initiatives and sustainment of programs of critical importance to our Army, the Congress, and the Global War on Terrorism, and we appreciate the opportunity to report on them to you. We would like to start by thanking you for your unwavering support to our Soldiers and their families who serve our Nation around the world. Their courage and sacrifices remain the foundation of our Army, and they would not be able to perform their global missions so successfully without your steadfast support.

OVERVIEW

Installations are the home of combat power – a critical component to the Nation's force capabilities. The Department of Defense and our Army are working to ensure that we deliver cost-effective, safe, and environmentally sound capabilities and capacities to support the national defense mission.

Today, U.S. forces are engaged worldwide in a war against global terror. Operations Enduring Freedom and Iraqi Freedom clearly underscore the need for a joint, integrated military force ready to defeat all threats to U.S. interests. To meet the security challenges of the 21st Century, we require the right blend of people, weapons, and support systems. Regarding support systems, we need a global framework of Army installations, facilities, ranges, airfields and other critical assets that are properly distributed, efficient, and capable of ensuring that we can successfully carry out the roles, missions, and tasks that safeguard our security at home and overseas.

The Army's installations framework is multi-purposed. It must sustain the regular forward presence of U.S forces as well as their emergency deployment in crisis, contingency, and combat. It must have the surge capacity to support the mobilization and demobilization of our Army reserve component forces. It must also focus ten to twenty years into the future to develop technologically advanced, affordable, and effective joint systems and platforms and develop highly qualified and committed installation management personnel who will operate and maintain them. Our framework must provide a productive, safe, and efficient workplace and offer a decent quality of service and facilities for our Soldiers and their families (comparable to the American citizens off post they are pledged to defend).

We recognize the enormity of the task to provide the right installations framework given the other competing funding programs. We are challenged to find the optimum management approach that balances the many purposes of our assets. For example, while our installations retain their primary military mission to organize, train and equip our forces, they also are home to rare species of plants and animals while experiencing encroachment from outside civilian communities. Our stewardship thus embraces the joint warfighting requirements of the Combatant Commanders with environmental management and stewardship of our Earth.

DEFENSE INSTALLATIONS STRATEGIC PLAN

In August 2001, the Department of Defense issued the first-ever Defense Installations Posture Statement along with the initial Defense Facilities Strategic Plan. Those concepts and initiatives have guided the Department's programs and budgets and enabled substantial improvements in the management and sustainability of our installation assets. However, the attacks of September 11, 2001, and the ongoing

Global War on Terrorism significantly altered our requirement for homeland security. The Department of Defense 2004 Installations Strategic Plan significantly expands the scope and depth of the initial Strategic Plan. The expanded scope reflects the integral relationship between natural and manmade assets on our installations. It advances the integration of installations and the environmental, safety, and occupational health activities to enhance overall support of the military mission.

Our vision is to ensure installation assets and services are available when and where needed, with joint capabilities and capacities necessary to effectively and efficiently support DoD missions.

Our mission is to provide, operate, and sustain, in a cost-effective and environmentally sound manner, the installation assets and services necessary to support our military forces – in both peace and war.

Our goals include the following.

Right Size and Place: Locate, size, and configure installations and installation assets to meet the requirements of both today's and tomorrow's force structure.

Right Quality: Acquire and maintain joint Army installation assets to provide good, safe, and environmentally sound living and working places, suitable base services, and effective support for current and future missions.

Right Safety and Security: Protect Army installation assets from threats and unsafe conditions to reduce risk and liabilities.

Right Resources: Balance requirements and resources – money, people, and equipment – to optimize life-cycle investments and reduce budget turbulence.

Right Tools and Metrics: Improve portfolio management and planning by embracing best business practices, modern asset management techniques, and performance assessment metrics.

THE WAY AHEAD

Army installations are the home of U.S. combat power and are an inseparable element of the Nation's military readiness and wartime effectiveness. From our installations, we generate the combat power required today and develop the combat power that will be needed in the future. To operate installations effectively and efficiently, we must sustain, restore, and modernize all of our installation assets and services – all the natural and manmade assets associated with owning, managing, and operating an installation, including the facilities, people, and internal and external environments.

Our plan is to deliver a framework of installations, facilities, ranges, and other critical assets that is properly distributed, efficient, and capable of ensuring that we can successfully carry out the roles, missions, and tasks that safeguard our security at home and overseas. We have made good progress in many areas, but much remains to be done. America's security depends upon installation assets that are available when and where needed and with the right capabilities to support current and future mission requirements. As the guardians of Army installations and environment, we embrace transformation as the only way to guarantee these capabilities are delivered – effectively and efficiently.

ARMY INSTALLATION STRATEGIES

To improve our Army's facilities posture, we have undertaken specific initiatives to focus our resources on the most important areas – Barracks, Family Housing, Revitalization/Focused Facilities, Range and Training Land Strategy, and Current to Modular Force.

Barracks Modernization Program. Our Army is in the 12th year of its campaign to modernize barracks to provide 136,000 single enlisted permanent party Soldiers with quality living environments. The new complexes meet the Department of Defense "1+1" or equivalent standard by providing two-Soldier suites, increased personal privacy, larger rooms with walk-in closets, new furnishings, adequate parking, landscaping, and unit administrative offices separated from the barracks.

Army Family Housing. This year's budget continues our significant investment in our Soldiers and their families by supporting our goal to have contracts and funding in place to eliminate inadequate housing by Fiscal Year 2007 in the U.S. and by Fiscal Year 2008 overseas. For families living off-post, the budget for military personnel maintains the basic allowance for housing that eliminates out of pocket expenses.

Revitalization/Focused Facilities. Building on the successes of our housing and barracks programs, we are moving to improve the overall condition of Army infrastructure with the Focused Facility Strategy. The Installation Status Report is used to determine facilities quality ratings of C-1 to C-4 based on their ability to support mission requirements.

Installation Status Report – Facilities Quality Ratings

- C-1 Minor deficiencies that have negligible impact on mission performance
- C-2 Some deficiencies that have limited impact on mission performance
- C-3 Significant deficiencies that prevent performance of some missions
- C-4 Major deficiencies that preclude satisfactory mission performance

We are a C-1 Army living and working in C-3 facilities. Our goal is to reach an overall Army average of C-2 quality by concentrating on seven types of C-3 and C-4 facilities. These focus facilities are general instruction buildings, Army National Guard Readiness Centers, Army Reserve Centers, tactical vehicle maintenance shops, training barracks, physical fitness centers, and chapels.

Army Range and Training Land Strategy. Ranges and training lands enable our Army to train and develop its full capabilities to ensure our forces are relevant and ready. Our Army Range and Training Land Strategy supports the Department of Defense's training transformation goals, Army transformation, and our Army's Sustainable Range Program. The Strategy identifies priorities for installations requiring resources to modernize ranges, mitigate encroachment, and acquire training land.

Current to Modular Force. The Fiscal Year 2006 budget includes projects to ensure that our "training battlefields" continue to meet the demands of force structure, weapons systems, and doctrinal requirements. As of Fiscal Year 2005, we have constructed or funded 80% of the Military Construction requirements for the Stryker Brigade Combat Teams.

Leveraging Resources. Complementary to these budget strategies, the Army also seeks ways to leverage scarce resources and reduce our requirements for facilities and real property assets. Privatization initiatives such as Residential Communities Initiative (RCI), Utilities Privatization, and build-to-lease family housing in Europe and Korea represent high payoff programs which have substantially reduced our dependence on investment funding. We also benefit from agreements with Japan, Korea, and Germany where the Army receives host nation funded construction.

In addition, Congress has provided valuable authorities to utilize the value of our non-excess inventory under the Enhanced Use Leasing program and to trade facilities in high cost areas for new facilities in other locations under the Real Property Exchange program. In both cases, we can capitalize on the value of our existing assets to reduce un-financed facilities requirements.

Looking toward the immediate future, we are aggressively reviewing our construction standards and processes to align with industry innovations and best practices. In doing so, we hope to deliver more facilities capability at comparable costs and meet our requirements faster.

MILITARY CONSTRUCTION

Our Army's Fiscal Year 2006 budget request includes \$3.3 billion for Military Construction appropriations and associated new authorizations.

Military Construction Appropriation	Authorization Request	Authorization of Appropriations Request	Appropriation Request
Military Construction Army (MCA)	\$1,262,719,000	\$1,479,841,000	\$1,479,841,000
Military Construction Army National Guard (MCNG)	N/A	\$327,012,000	\$327,012,000
Military Construction Army Reserve (MCAR)	N/A	\$106,077,000	\$106,077,000
Army Family Housing (AFH)	\$549,636,000	\$1,362,629,000	\$1,362,629,000
TOTAL	\$1,812,355,000	\$3,275,559,000	\$3,275,559,000

MILITARY CONSTRUCTION, ARMY (MCA)

The Active Army Fiscal Year 2006 Military Construction request is \$1,262,719,000 for authorization and \$1,479,841,000 for authorization of appropriations and appropriation. As was the case last year, we have included only minimal, critical, overseas projects in this year's budget.

These projects will provide the infrastructure necessary to ensure continued Soldier readiness and family well-being that is essential throughout any period of transition.

People Projects. The well-being of our Soldiers, civilians, and families is inextricably linked to our Army's readiness. We are requesting \$759 million or fifty-one percent of our MCA budget for projects to improve well-being in significant ways.

Our Army continues to modernize and construct barracks to provide enlisted single Soldiers with quality living environments. This year's budget includes 19 barracks projects to provide new or improved housing for 5,190 Soldiers. With the approval of \$716 million for barracks in this budget, 85 percent of our requirement will be funded at the "1+1" or equivalent standard. We are making considerable progress at installations in the United States, but will only fund high-priority projects at enduring installations in Europe and Korea.

We are requesting full authorization of \$331 million for multi-phased barracks complexes, but requesting only \$156 million in appropriations for these projects in Fiscal Year 2006. Our plan is to award each complex, subject to subsequent appropriations, as single contracts to gain cost efficiencies, expedite construction, and provide uniformity in building systems.

We are also requesting the second increment of funding, \$21 million for a Basic Combat Training Complex that was fully authorized last year. This Complex will house 1,200 basic trainees and provide company and battalion headquarters with classrooms and an exterior physical fitness training area. The Fiscal Year 2006 budget also includes a physical fitness center for \$6.8 million and a child development center for \$15.2 million.

Current Readiness Projects. Projects in our Fiscal Year 2006 budget will enhance training and readiness by providing arrival/departure facilities, maintenance facilities, and the second phase of a library and learning center. We will also construct combined arms collective training facilities, shoot houses, an infantry platoon battle course, a qualification training range, a multipurpose squad course, a digital multipurpose training range, urban assault courses, and a modified record fire range. These facilities will provide our Soldiers realistic, state-of-the-art live fire training. We are requesting a total of \$424 million for these high priority projects.

Modular Force Projects. Our budget supports transformation of the Army to a modern, strategically responsive force. Projects include a road upgrade, a tactical vehicle wash facility, a battle area complex, a modified urban assault course, and a vehicle maintenance facility. Our budget contains \$115 million for these projects.

Other Worldwide Support Programs. The Fiscal Year 2006 MCA budget includes \$141 million for planning and design of future projects. As executive agent, our Army also provides oversight of design and construction for projects funded by host nations. The Fiscal Year 2006 budget requests \$20 million for oversight of approximately \$800 million of host nation funded construction in Japan, Korea, and Europe for all Services.

The Fiscal Year 2006 budget also contains \$20 million for unspecified minor construction to address unforeseen critical needs or emergent mission requirements that cannot wait for the normal programming cycle.

MILITARY CONSTRUCTION, ARMY NATIONAL GUARD (MCNG)

Our Army National Guard's Fiscal Year 2006 Military Construction request for \$327,012,000 (for appropriation and authorization of appropriations) is focused on Current Readiness, Modular Force, and other worldwide and unspecified programs.

Current Readiness Projects. In Fiscal Year 2006, our Army National Guard has requested \$71.6 million for six projects to support current readiness. These funds will provide the facilities our Soldiers require as they train, mobilize, and deploy. Included are one Readiness Center, two maintenance facilities, two training projects, and a training range environmental mitigation project.

Modular Force Projects. This year, our Army National Guard is requesting \$201.7 million for 37 projects to transform to a Modular Force. There are 13 projects for our Army Division Redesign Study, three for Aviation Transformation to provide modernized aircraft and change unit structure, four for the Army Range and Training Land Strategy, and 17 for the Stryker Brigade Combat Team initiative.

Other Worldwide Support Programs. The Fiscal Year 2006 MCNG budget also contains \$46.1 million for planning and design of future projects, along with \$7.6 million for unspecified minor military construction to address unforeseen critical needs or emergent mission requirements that cannot wait for the normal programming cycle.

MILITARY CONSTRUCTION, ARMY RESERVE (MCAR)

Our Army Reserve's Fiscal Year 2006 Military Construction request for \$106,077,000 (for appropriation and authorization of appropriations) is for Current Readiness and other worldwide unspecified programs.

Current Readiness Projects. In Fiscal Year 2006, our Army Reserve will invest \$56.4 million to construct four new Reserve Centers and the second phases of two other Reserve Centers; invest \$15.4 million to construct the first phase of a three-phase noncommissioned officer academy; and \$5.4 million for a Public Safety Center - for a total facility investment of \$77.2 million. Construction of the six Army Reserve Centers will support over 2,700 Army Reserve Soldiers. In addition, our Army Reserve will invest \$11.5 million to construct six training ranges, which will be available for joint use by all Army components and military services.

Other Worldwide Unspecified Programs. The Fiscal Year 2006 MCAR budget request includes \$14.4 million for planning and design for future year projects. The Fiscal Year 2006 MCAR budget also contains \$3.0 million for unspecified minor military construction to address unforeseen critical needs or emergent mission requirements that cannot wait for the normal programming cycle.

ARMY FAMILY HOUSING CONSTRUCTION (AFHC)

Our Army's Fiscal Year 2006 family housing request is \$549,636,000 (for appropriation, authorization of appropriation, and authorization). It continues the successful and well-received Whole Neighborhood Revitalization initiative approved by Congress in Fiscal Year 1992 and supported consistently since that time, and our Residential Communities Initiative (RCI) program.

The Fiscal Year 2006 new construction program provides Whole Neighborhood replacement projects at seven locations in support of 709 families for \$231.7 million. In addition, we will replace 709 houses and upgrade another 1,112 using traditional military construction.

The Construction Improvements Program is an integral part of our housing revitalization and privatization programs. In Fiscal Year 2006, we

are requesting \$162.4 million for improvements to 1,112 existing units at three locations in the United States and five locations in Europe, as well as \$138.0 million for scoring and direct equity investment in support of privatizing 3,606 units at three RCI locations.

In Fiscal Year 2006, we are also requesting \$17.5 million for planning and design for future family housing construction projects critically needed for our Soldiers.

Privatization. RCI, our Army's Family Housing privatization program, is providing quality, sustainable housing and communities that our Soldiers and their families can proudly call home. RCI is a critical component of our Army's effort to eliminate inadequate family housing in the U.S. The Fiscal Year 2006 budget provides support to continue implementation of this highly successful program.

We are leveraging appropriated funds and Government assets by entering into long-term partnerships with nationally recognized private sector real estate development/management and homebuilder firms to obtain financing and management expertise to construct, repair, maintain, and operate family housing communities.

The RCI program currently includes 45 installations with a projected end state of almost 84,000 units – over 90 percent of the family housing inventory in the United States. By the end of Fiscal Year 2005, our Army will have privatized 29 installations with an end state of 60,000 homes. We have privatized over 50,000 homes through December 2004, and with your approval of the Fiscal Year 2006 budget, we will have privatized over 71,600 homes by the end of Fiscal Year 2006.

ARMY FAMILY HOUSING OPERATIONS (AFHO)

Our Army's Fiscal Year 2006 family housing operations request is \$812,993,000 (for appropriation and authorization of appropriations), which is approximately 59 percent of the total family housing budget. This account provides for annual operations, municipal-type services, furnishings, maintenance and repair, utilities, leased family housing, demolition of surplus or uneconomical housing, and funds supporting management of the Military Housing Privatization Initiative.

Operations (\$138 million). The operations account includes four sub-accounts: management, services, furnishings, and a small miscellaneous account. All operations sub-accounts are considered "must pay accounts" based on actual bills that must be paid to manage and operate family housing.

Utilities (\$132 million). The utilities account includes the costs of delivering heat, air conditioning, electricity, water, and wastewater support for family housing units. While the overall size of the utilities account is decreasing with the reduction in supported inventory, per-unit costs have increased due to general inflation and the increased costs of fuel. We continue to make steady progress in the privatization of utility systems/infrastructure on our installations.

Maintenance and Repair (\$309 million). The maintenance and repair (M&R) account supports annual recurring maintenance and major maintenance and repair projects to maintain and revitalize family housing real property assets. Since most Family Housing operational expenses are fixed, M&R is the account most affected by budget changes. Funding reductions results in slippage of maintenance projects that adversely impacts on Soldiers and family quality of life.

Leasing (\$214 million). The leasing program provides another way of adequately housing our military families. The Fiscal Year 2006 budget includes funding for 13,190 housing units, including existing Section 2835 ("build-to-lease" – formerly known as 801 leases) project requirements, temporary domestic leases in the United States, and approximately 8,100 units overseas.

RCI Management (\$20 million). The RCI management program provides funding for the implementation and oversight requirements for procurement, environmental studies, real estate support, portfolio management, and operation of the overall RCI program.

BASE REALIGNMENT AND CLOSURE (BRAC)

In 1988, Congress established the Defense Base Realignment and Closure Commission to ensure a timely, independent and fair process for closing and realigning military installations. Since then, the Department of Defense has successfully executed four rounds of base closures to rid the Department of excess infrastructure and align the military's base infrastructure to a reduced threat and force structure. Through this effort, our Army estimates approximately \$10 billion in savings through 2005.

Our Army is requesting \$93.9 million in Fiscal Year 2006 for prior BRAC rounds (\$4.5 million to fund caretaking operations of remaining properties and \$89.4 million for environmental restoration). In Fiscal Year 2006, our Army will complete environmental restoration efforts at four installations, leaving nine remaining BRAC installations requiring environmental restoration. We also plan to dispose of an additional 1,119 acres in Fiscal Year 2006.

To date, our Army has disposed of 227,429 acres (88 percent of the total acreage disposal requirement of 258,607 acres). We have 31,186 acres remaining to dispose of at 21 installations. Our Army continues to save more than \$900 million annually from previous BRAC rounds. To date, the Army has spent \$2.6 billion on BRAC environmental restoration.

OPERATION AND MAINTENANCE

The Fiscal Year 2006 Operation and Maintenance budget includes funding for Sustainment, Restoration, and Modernization (S/RM) and Base Operations Support (BOS). The S/RM and BOS accounts are inextricably linked with our Military Construction programs to successfully support our installations. The Army has centralized the management of its installations assets under the Installation Management Agency (IMA) to best utilize operation and maintenance funding.

Sustainment, Restoration, and Modernization. S/RM provides funding for the Active and Reserve Components to prevent deterioration and obsolescence and restore the readiness of facilities on our installations.

Sustainment is the primary account in installation base support funding responsible for maintaining the infrastructure to achieve a successful readiness posture for our Army's fighting force. It is the first step in our long-term facilities strategy. Installation facilities are the mobilization and deployment platforms of America's Army and must be properly maintained to be ready to support current Army missions and future deployments.

The second step in our long-term facilities strategy is recapitalization by restoring and modernizing our existing facility assets. Restoration includes repair and restoration of facilities damaged by

inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes. Modernization includes alteration or modernization of facilities solely to implement new or higher standards, including regulatory changes, to accommodate new functions, or to replace building components that typically last more than 50 years, such as foundations and structural members.

Base Operations Support. This funds programs to operate the bases, installations, camps, posts, and stations for our Army worldwide. The program includes municipal services, government employee salaries, family programs, environmental programs, force protection, audio/visual, base communication services and installation support contracts. Army Community Service and Reserve Component family programs include a network of integrated support services that directly impact Soldier readiness, retention, and spouse adaptability to military life during peacetime and through all phases of mobilization, deployment, and demobilization.

Installation Management Agency. The Installation Management Agency (IMA) is a result of the Army leadership's vision to streamline headquarters, create more agile and responsive staffs, reduce layers of review and approval, focus on mission, and transform the Army. IMA brings together all installation support services under one umbrella to promote optimal care and support of Soldiers and families. IMA is at the center of the Army's initiative to mold installation support functions into a corporate structure, enabling equitable, efficient, and effective management of Army installations worldwide. IMA supports readiness, promotes well-being, and preserves infrastructure and the environment.

In its first two years, IMA has been successful in executing the tasks associated with growing a new organization, while simultaneously supporting the Global War on Terrorism. In the upcoming year, IMA will

continue to develop a cadre of leaders to orchestrate excellence in installation management; manage installations equitably, effectively, and efficiently; support the well-being of the Army's people; practice sound stewardship and resource management; deliver improved mission support to all organizations; and develop and sustain an innovative, team-spirited, highly capable, service-oriented workforce.

HOMEOWNERS ASSISTANCE FUND, DEFENSE

Our Army is the Department of Defense Executive Agent for the Homeowners Assistance Program. This program provides assistance to homeowners by reducing their losses incident to the disposal of their homes when military installations at or near where they are serving or employed are ordered to be closed or the scope of operations reduced. For Fiscal Year 2006, there is no request for appropriations and authorization of appropriations. Requirements for the program will be funded from prior year carryover and revenue from sales of homes. Assistance will be continued for personnel at five installations that are impacted with either a base closure or a realignment of personnel, resulting in adverse economic effects on local communities. The Fiscal Year 2006 Homeowners Assistance Program budget does not include resources for potential requirements that the new Base Realignment and Closure 2005 process may cause.

FISCAL YEAR 2005 SUPPLEMENTAL BUDGET REQUEST

The Fiscal Year 2005 Supplemental request funds facilities that directly support the Global War on Terrorism in both the United States and overseas locations. It contains \$990.1 million in Military Construction for the Active Component Army.

Within the Central Command area of operations in Afghanistan and Iraq, there are \$687.3 million for military construction projects. Projects in Afghanistan include barracks, a fuel storage tank farm and distribution system, Joint operations center, power generation plant, and an ammunition supply point. Projects in Iraq include barracks, a tactical operations building, medical facilities, an overhead cover system for force protection, an equipment support activity, a battalion and company headquarters, a 60-mile supply route, and a project to encapsulate hazardous materials bunkers.

Within the Southern Command area of operations at Guantanamo Bay, Cuba, there is \$41.8 million for two military construction projects - a detention facility and a radio range security fence.

Within the United States, there is \$261 million for military construction relating to modularity. The projects, distributed to seven different locations, include site preparation and utility work, an aircraft maintenance hangar, an aircraft hangar, and mobilization and training barracks.

Additionally, the Fiscal Year 2005 Supplemental budget includes \$248 million in Other Procurement, Army for relocatable buildings to provide temporary barracks, company operations, and dining and maintenance facilities at five locations in the United States. These are required to support our Soldiers as they prepare for battle.

SUMMARY

Mr. Chairman, our Fiscal Year 2006 budget is a balanced program that supports our Soldiers and their families, the Global War on Terrorism, Army transformation, readiness and Department of Defense installation strategy goals. We are proud to present this budget for your consideration

because of what this \$3.3 billion Fiscal Year 2006 budget will provide for our Army:

- New barracks for 5,190 Soldiers
- New housing for 5,800 families
- Management of 71,600 privatized homes
- Operation and sustainment of 48,000 government-owned and leased homes
- New or improved Readiness Centers for over 3,300 Army National Guard Soldiers
- New Reserve Centers for over 2,700 Army Reserve Soldiers
- Three Aviation Transformation projects
- \$292 million investment in training ranges
- Facilities support for two Stryker Brigades
- Transfer/disposal of 88 percent of prior Base Realignment and Closure acreage

Our long-term strategies for installations will be accomplished through sustained and balanced funding, and with your support, we will continue to improve Soldier and family quality of life, while remaining focused on our Army's transformation.

In closing, we would like to thank you again for the opportunity to appear before you today and for your continued support for our Army.