UNIFIED COMBATANT COMMAND REPORTS

U.S. European Command

U.S. Central Command

U.S. Pacific Command

U.S. Special Operations Command

U.S. Southern Command

U.S. Northern Command

U.S. Transportation Command

U.S. European Command

COMMANDER
UNITED STATES EUROPEAN COMMAND

ECCC

25 February 2004

MEMORANDUM FOR Under Secretary of Defense, Personnel and Readiness (USD P&R), Attn: Dr. David Chu, 4000 Defense Pentagon, Washington DC 20301-4000

SUBJECT: HQ USEUCOM Quadrennial Review Quality of Life

1. Thank you for the opportunity to provide our input in support of the 2004 Quadrennial Review (QDR). Quality of life is a key component in our strategy to support the transformation of our theater's forces and we appreciate the opportunity to convey our thoughts and concerns on activities that support our personnel and their family members.

2. HQ USEUCOM has embarked on an ambitious transformation of its military forces to meet the challenges of the 21st century. As we travel down that road, EUCOM is committed to providing the quality of life services and policies to keep pace with modern requirements and provide the high-quality programs necessary to sustain the force.

Enclosure

JAMES L. JONES
General, USMC

USEUCOM Quadrennial Quality of Life Review

VISION

Quality people are the bedrock of the United States European Command's (EUCOM) war fighting effectiveness. We remain the world's preeminent military force because our people are highly skilled and motivated. The quality of our force is the direct result of our strong and sustained commitment to their quality of life. EUCOM Forces remain the best-trained, best-equipped, most effective military in the world and are fully capable of executing all assigned missions across the full operational spectrum.

Maintaining the readiness of our EUCOM Forces to defend the nation's interests and ensuring the well-being of our men and women in uniform are the highest priorities of this command. Quality of life programs support readiness in three ways. First, they help us to retain the best people -- well-trained people, who are competent in their skills, and who have high morale. Second, quality of life programs enable people to deploy with the assurance that their families will be taken care of -- a particularly important force enabler as we execute the Global War on Terrorism. Third, quality of life programs help us recruit good people to our Area of Responsibility.

This command is committed to supporting all members of the EUCOM team (Active Duty, Reserves, DoD Civilians, DoD Contractors, Retirees and Family Members) with a standard of living comparable to their counterparts in CONUS and to those of the Nation they are pledged to defend. EUCOM component commands must be funded to meet either DoD or Service-directed Quality of Life standards or USEUCOM AOR unique requirements in order to sustain our main operating bases, forward operating sites and contingency locations. Funding levels must ensure adequate base operating support as well as installation infrastructure and family support services such as employment, housing, educational opportunities, youth and child development services, health and dental care, MWR and fitness programs, and exchange and commissary services. It is through this comprehensive vision of base operations capability that we provide quality of life in EUCOM.

STRATEGY

The United States European Command's quality of life strategy recognizes that our forwarded deployed forces want a fair compensation system, good places to live, quality educational opportunities, meaningful work, challenging off-duty opportunities, and access to quality health care. To achieve these goals, EUCOM is committed to six guiding principles for quality of life (QoL):

- Afford service members and their families safe, modern communities, in which to live and work.

- Provide educational opportunities, spouse career development options and accessible health care as cornerstone of the quality assignment at any location in USEUCOM.

- Ensure that a common level of service is built into quality of life programs/policies across installations and Services, and during deployments, while recognizing the unique operational cultures of each EUCOM Service Component.

- Transform the way QoL programs are oriented and provided to our people without any degradation in the overall level or quality of that support.

- Commit to improving the fairness and efficiency of contingency operational entitlements and benefits that support the war-fighter, such as danger pay, rest and recuperation leave and hardship duty pay.

- Help balance work and family time for our forces by monitoring personnel/operational tempo levels without jeopardizing mission accomplishment or degrading unit readiness.

SUCCESSES

To foster this strategy and institutionalize improvements in QoL, we have adopted an aggressive program to advocate on behalf of our people and, with the help of OSD, the Services and the Congress, we have witnessed significant improvements in many areas:

Recapitalization

With Congress' help, we have experienced good success in our overall recapitalization strategy over the past three to four years. EUCOM is currently undergoing a transformation by which we are reducing and realigning our infrastructure, which was better suited to Cold War requirements, so that it will enable us to more effectively deal with the current security environment. This transformation is anchored on several Joint Main Operating Bases that are of enduring strategic value and are essential to our mission. Our Efficient Basing Initiatives, a subset of this transformation plan, ensures that we dedicate military construction dollars to fund only those projects that support this plan, We believe this initiative offers multiple advantages for the future including substantial cost-savings through reduced inventory and personnel support needs

Use of Technology

We have implemented technology-based solutions to provide around the clock services to our members and their families to improve our operational posture. One such initiative is the Military One Source (MOS) program, which provides community support and information via toll-free telephone and Internet access 24 hours a day,

seven days a week. MOS has enhanced our capability to provide previously unavailable services at more than 31 EUCOM installations, remote sites and geographically separated units (GSUs) and 58 Embassy locations throughout our theater.

Staying in touch with loved ones while deployed is the top QOL issue for deployed troops. EUCOM has pioneered the use of technology to provide expanded video teleconference, cyber café, and morale call opportunities for deployed troops. These technology-based models of support first conceived to support troops in the Balkans are being used now to support troops in Afghanistan and Iraq. It clear by the levels of utilization that these are now invaluable morale related services our troops have come to rely upon to stay in touch with families and friends.

Another technology-based enhancement is the Interactive Customer Evaluation (ICE) system, which provides an avenue for service and family members to openly voice their experiences with customer service establishments. This tool provides commanders and managers with real time feedback and will provide an annual cost avoidance savings of $1 million per major EUCOM installation when fully implemented.

Our children have also benefited from technology upgrades through the T1 lines and computers now common in almost every classroom in our DoD Schools (DoDDS). Furthermore, technology is used in many of our DoDDS classrooms to connect our students and deployed parents to reduce the potential impact of family separation.

Common Levels of Support

We continue to make strides theater-wide with baselining common levels of support. All component commanders have endorsed a common framework based on the EUCOM Quality of Life Bill of Rights, which asserts that EUCOM service members are entitled to:

- A basic standard of living, to include housing, medical care, education, compensation, community support, and retail services,
- A discrimination-free environment,
- Safe, secure workplaces and communities,
- Opportunities for personal growth, and
- Opportunities to make meaningful contributions to EUCOM's mission.

From this vision, we have developed joint standards for quality of life provisions, so EUCOM members will experience the same standards regardless of where they are stationed in theater. We most recently accomplished a review of common levels of support for US personnel at joint/multinational locations with fewer than 250 personnel. This initial work will serve as the foundation of our transformation plans, ensuring that we look at levels of support at all of our future basing and contingency QoL requirements through a common operational lens.

Deployment Support

The support and reception we have been providing troops returning to the EUCOM AOR on R&R has been top-notch. The Armed Forces Recreation Center - Europe, is offering special vacation packages to soldiers while on R&R. To date, nearly 3,000 R&R soldiers and their family members have participated in this program. To relieve the stresses of family separation during deployments, we also implemented a space-A travel policy to increase travel opportunities for spouses of deployed members. Installations throughout Europe have focused on supporting deployed families and meeting their needs through a variety of programming options in childcare, MWR and family support. AAFES has established a deployment policy to help reduce the financial management burden on deployed troops. The plan offers deployed AAFES Military Star Card account holders a reduced interest rate and no payments for those who are deployed for at least 90 days or a 0% interest rate during the deployment period, while making no payments.

Healthcare

TRICARE Europe conducted the first-ever host nation provider network adequacy assessment for the European theater to ensure the continuity of health care. The network adequacy study has better prepared our military hospitals and clinics to deal with potential surges in the use of host nation providers in the event of contingencies or terrorist actions. Our remote site active duty and family members now enjoy "cashless, claimless" health care benefits, even though they do not have access to U.S. military hospitals or clinics.

The Women's, Infant's and Children (WIC) Overseas WIC has been a much sought after equity benefit unavailable to our overseas families for the past 15 years. WIC is now fully operational at 41 sites in the European Theater to service our military families since the program started in 2001. During the first quarter of the fiscal year 2004 the program serviced an average of 16,354 participants.

Dependent Education

Our dependent education system overseas provides our children with a world-class level of quality and is a cornerstone of our family support efforts in Europe. We have implemented an initiative to redesign high school programs (grades 9-12) to provide equity between large and small high schools, incorporate rigor, raise expectations for graduation, and use strategies shown to be effective for advancing student achievement. Other successes include implementing full day kindergarten, reducing classroom size through increased numbers of classrooms and teachers, and expanding school counseling and psychology staffs. We are taken positive steps to bring the components of the No Child Left Behind Act to students and schools in EUCOM. Students will be expected to achieve or exceed proficiency levels aligned to clearly defined program and curriculum performance standards. Our school system (DoDDS) has also stepped up to the plate in the support to families and students during

deployments and reintegration of troops. Educators watch for falling grades, unusual behavior and signs of worry and fatigue and take action to assist students with their issues.

Spouse Employment

The satisfaction level felt by military spouses and family members directly influences the retention and readiness of our forces in theater. In EUCOM, 48% percent of military spouses report dissatisfaction with the employment situation afforded them in theater. This is unacceptable as an overwhelming 68% of spouses work to meet the needs of basic living expenses. If a sufficient and combat-ready force is to remain characteristic of EUCOM, it is vital that these dissatisfaction levels be improved immediately.

EUCOM advocated and successfully implemented a two-year pilot program to allow military spouses to accept temporary employment and still use their spouse preference for subsequent permanent positions. Spousal income is often a key contributor to overall household income and spouses want to continue their career progression. The initiative provided more employment options to military spouses, improved the morale of spouses as job applicants, and improved the quality of candidates for temporary positions. We continue to work various legislative and policy options to improve family member employment as well as career opportunities, because it is a high interest item among EUCOM families, affecting retention and readiness.

Community Support

With respect to retail services, both DeCA and AAFES have provided strong support to their EUCOM customers. DeCA Europe continues to achieve high satisfaction ratings across the command and increased sales by over 5% despite the the reduction in its customer base due to deployment while simultaneously delivering over $6.5 million of subsistence downrange.

Beyond its normal operations, AAFES has initiated several programs to show appreciation to our service members, such as a reduced interest rate credit card for deployed troops, Gifts from the Homefront Program, allowing purchase of gift certificates for use at AAFES outlets; "Operation Family," which gives free services to family members of deployed troops; and the 550-Unit Military Exchange Global Prepaid Phone Card.

CHALLENGES

As we transform our military structure to a more flexible, forward-deployable force to meet the needs of the 21st century, we must plan strategies to enhance quality of life. Per SECDEF guidance, as we embark on transforming our forces, our focus must not be entirely on operational issues but include the quality of life of our personnel

and family members as an integral part of the process. Our work is complicated by the nature of the EUCOM Theater. The EUCOM area of responsibility (AOR) is vast, encompassing 93 countries, spanning three continents in a diverse political, religious and economic spectrum. Unlike CONUS installations, our operating bases do not have the infrastructure and off-base services to augment base operating support. Cultural and language barriers in foreign communities add to the complexity. Some specific challenges that concern us are:

Transformation

As we transform our current operational posture to a more expeditionary force, most forward operating sites and main operating bases will have to modernize the delivery of essential services. This modernization will require a new construct less reliant on core services with an increased emphasis on technology and reach back capability. It will also require a base support model with 24-hour operations in areas such as physical fitness, voluntary education and recreation centers. Our current QoL strategy in Europe continues to resemble a 20th century model. We must reshape our delivery systems to meet the emerging needs and interests of our changing force and apply 21st century technology to assist us in this task. We must also prepare for the future by learning lessons from past EUCOM force realignments and drawdowns to ensure mistakes of the past are not repeated. Transformation will bring change, and with that anxiety often follows. We need to ensure that our personnel are kept informed and know that their leaders have their best interests at heart. We have already taken steps to prepare for transformation-related quality of life concerns but the job is not complete. We need a more integrated comprehensive approach that will require the coordinated efforts of OSD and the Services.

Military Construction

Not all the challenges we face are new. A perennial concern of personnel is the availability of sufficient and quality on-base housing. In the wake of the Cold War, facility renovation and maintenance was postponed resulting in many facilities throughout the theater being in poor condition. Although we continue to make progress, 64% of family housing throughout Europe remains in substandard condition. The average age of EUCOM's 36,435 facilities in our 499 installations is 32 years. It is worse in the family housing area where the average age of family housing in U.S. Army, Europe is 48 years; in U.S. Air Forces in Europe, 43 years; and in U.S. Naval Forces Europe, 35 years.

This year, EUCOM has asked for 24 MILCON projects totaling $417 mil. These projects are essential to our QoL program.

Equity

As we continue to train and operate more jointly and multi-nationally in concert with our allies, we must look at addressing certain inequities in levels of service provided to the troops. Left unaddressed this can become a morale issue and have a

detrimental affect on readiness. We need to be more proactive in this area and can no longer afford to ignore it's impact. This is not to state that we necessarily adopt a position that parity is the desired objective in all cases, for in many instances differing levels of service are the underpinning of Service culture and tradition. This is and will remain a case-by-case issue to be resolved by senior leadership across the Department, but one that will need to be addressed more proactively in the planning stages of transformation and contingency operations.

Compensation

We have a strong and effective compensation program that aggressively pursues and processes the appropriate benefits to which our personnel are entitled; however, concerns with the danger and hardship pay benefits processes and the inability to apply a retroactive effective date is problematic. Today's policies and legislation are no longer able to support the speed and flexibility in which we deploy troops into harm's way. The overall system for combat related entitlements and benefits needs to be reassessed so that troops can get the benefits to which they are entitled in a timely manner.

Health Care

Health care availability in foreign areas is continually an area of concern because demand consistently exceeds the number of available caregivers, and off-base language barriers reduce the care available in local national communities. As transformation occurs, we also face the challenge of locating qualified medical personnel in locations with differing medical standards.

Spouse Employment

Limited spousal employment possibilities are a significant contributing factor to the decision made by service members regarding whether to stay in the military or leave. We are pursuing an aggressive overall strategy to expanding those opportunities, to increase the likelihood of a sustained, ready force in EUCOM. Our strategy includes proposing changes in the following areas:

- **Defense Contracting Spouse Hiring Preference**. One potentially fertile area of opportunity expansion for spouses is within the defense contracting arena OCONUS. Many of the current federal jobs are being reviewed for contracting out, further shirking the pool of jobs that spouses can compete for. While Congress passed legislation in the 1980s to provide spouse-hiring preference for Federal jobs, currently there is no provision to give preference to spouse hires for these positions. **EUCOM Proposal**: Expand the current spouse hiring preference legislation to include positions that are contracted out within the Department of Defense.

- **Spouse Tuition Assistance Overseas**. Job opportunities are severely limited on military installations in Europe. In an effort to assuage the lack of employment opportunities for spouses, career development programs should be readily and financially available. **EUCOM Proposal**: OCONUS military service members are

entitled to transfer their tuition assistance benefit to their spouses, allowing them the opportunity to enhance their marketability for their return to CONUS.

- **Unemployment Compensation for Spouses Relocating Overseas**. When families PCS to the European theater, there is often a significant loss of income to those families as the average job search can last anywhere from three to six months. This period of unemployment is further complicated by is the limited availability of jobs. Currently, spouses relocating from overseas to the United States or relocating within the United States are eligible for Unemployment Compensation. Spouse relocating to overseas areas are not eligible for this benefit. **EUCOM Proposal**: Offset this non-reimbursable and out-of-pocket loss of income to military families by providing unemployment compensation to federally employed military spouses who relocate to EUCOM for a 12-week minimum period.

- **Expanded Legal Consulting Services.** In this day of high-tech entrepreneurship, EUCOM spouses continually face obstacles preventing them from owning their own small business. Complicated host nation tax laws appear to penalize spousal income. Spouses are prevented from seeking and obtaining legal assistance from the installation Staff Judge Advocate Office on any home-based business other than in-home childcare. **EUCOM Proposal**: Expand the authority for legal assistance to include all military spouses wishing to operate a home-based business.

OUR STRATEGY FOR THE FUTURE

At the strategic level in the transformation process, the U.S. European Command continually pursues effective methods for shaping our forces and infrastructure to best meet the needs of our emerging interests and challenges in the 21st century. While much has been done to improve quality of life, there is more to be done. Despite the enormous capability of our forces, we need to be constantly vigilant of indicators such as a stronger economy that offers tremendous job opportunities to highly-trained military members, a perception of eroding military benefits, and a high operations tempo that may cause members and their families to think twice about the demands and lifestyle of a full career in the military. Any or all of these areas could become a tipping point in our ability to recruit and retain the number of high-quality people our All-Volunteer Force requires. Strong leadership, an adaptable compensation package and a commitment to the well-being of our people can help ensure we remain strong, ready and vigilant.

We will remain engaged in the quality of life of our troops through personal, unit and command involvement in every facet of our communities. We will ensure we have solid plans for the stand-up of new and closure of existing installations in the EUCOM AOR and take every opportunity to enhance the support systems provided our family members by developing more joint capabilities for base support operations where it makes sense. We will continue our focus on expanding the use of technology across all domains of QoL, as well as, for the deployed service member down range. The well-being of our family members either stationed here in EUCOM or back home in CONUS will also remain a priority by ensuring that basic needs such as quality education, family

housing, MWR and health care are adequately resourced through the full funding of the base operations account for each EUCOM location. Finally, we will continue our focus on improving employment options and opportunities for spouses through increased hiring flexibility and by seeking more employment options through telework and job sharing.

CONCLUSION

The United States European Command remains committed to providing a comprehensive package of benefits and services that supports the unique culture of the military way of life and make EUCOM an assignment of choice. Quality of life programs are not just "nice to have", but are the foundation of our military culture by taking care of people so they can focus on the mission. Recognizing the unique nature of military communities and the special demands of military lifestyle, we must institutionalize a process to ensure long-term commitment to providing a standard of living that matches the aspirations and demands placed on the force. Our commitment must be characterized by a holistic approach to QoL that looks at the totality of both the on and off duty requirements of our people and their families. This total benefits package must include adequate compensation, decent housing, challenging and rewarding career opportunities, and a robust and effective program of community and family support.

Just as they do today, U.S. forces of the for future will depend on a high quality, well trained, highly motivated, and appropriately rewarded work force comprised of service members and civilian employees. EUCOM's personnel and quality of life policies, programs, and plans support such a force and, in turn, make all members of the EUCCM team –Soldiers, Sailors, Airman, Marines, Coast Guardsman, DoD civilians, DoD contractors, Retirees and their families the foundation of this command's readiness posture.

U.S. Central Command

UNITED STATES CENTRAL COMMAND
OFFICE OF THE COMMANDER IN CHIEF
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20 JAN 2004

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE, PERSONNEL AND READINESS (P&R)

SUBJECT: First Quadrennial Quality of Life Review (QQLR) Report

1. U.S. Central Command enthusiastically supports the current and future initiatives contained in the subject report.

2. We must expand and sustain existing programs that provide respite for those deployed. Critical examples include the very successful Rest and Recuperation (R&R) Leave and PASS programs. These programs are important resources for commanders and provide a vital morale boost for our troops. Equally important is the need to expand and enhance the Tactical Field Exchanges in both Iraq and Afghanistan. They not only provide important comfort items, but are the sole source of phone service for our troops. Finally, entertainment plays a vital QOL role that can not be minimized. Armed Forces Entertainment should be designated, and funded as a high priority.

3. Compensation and entitlements are long term initiatives that must be carefully addressed and protected. Additionally, we must exhaust all efforts in support of families, to include increased funding for Child Care and Family Child Care Subsidy Programs. U.S. Central Command also supports DoD's expansion of the Military One Source initiative as an effective complement to existing Service Family Support Center programs.

4. The future initiatives are "on target" and need our continued support. Expansion of Special Leave Accrual to 120 days must be supported as not to penalize our service members.

5. In sum, the report captures the critical QOL initiatives necessary to support our most valuable resource, our men and women in uniform. We appreciate your efforts and request your continued support.

JOHN P. ABIZAID
General, USA

U.S. Pacific Command

COMMANDER, U.S. PACIFIC COMMAND
(USPACOM)
CAMP H.M. SMITH, HAWAII 96861-4028

INFO MEMO

27 February 2004

FOR: UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

FROM: Admiral Thomas B. Fargo, Commander, U.S. Pacific Command

SUBJ: Unified Combatant Command Input to 1st Quadrennial Quality of Life Review Report to Congress

- Improving Quality of Service (QoS) for our men and women is one of our top priorities at US Pacific Command (PACOM). Inseparable from combat readiness, QoS is certainly more than just good Quality of Life. It also means providing the high quality operating facilities, the tools, and the information technology necessary for our personnel to achieve their goals and execute their missions with efficiency and a minimum of frustration. The QoS initiatives included in the FY04 National Defense Authorization Act demonstrate the commitment of military and congressional leadership to meet the needs of our service members and their families. We appreciate continued support of the Congress.

- Quality of Life in PACOM is good and improving. Focus areas for 2004 include:

  - **Retention.** We must not take current high retention rates for granted. High operating tempo associated with Operation Enduring Freedom and Iraqi Freedom, coupled with a recovering economy, could challenge our ability to retain quality personnel at required levels. A proactive approach featuring competitive compensation and command attention to all aspects of service today is required.

  - **Operating Tempo.** Forward based Pacific Command forces were largely untouched during Operation Enduring Freedom – Afghanistan and during major combat operations of Operation Iraqi Freedom. Air and naval forces that did participate were quickly returned to their home bases for rest, repair, and readiness for further assignment. As we enter 2004, Marines from the Third Marine Expeditionary Force and Soldiers from the 25th Infantry Division are beginning rotations to Afghanistan and Iraq. We will work to mitigate resulting impacts on these troops and their families.

  - **Military housing.** Quality housing provides peace of mind for our forces and underscores our commitment to Quality of Life.
    - Recent increases in Basic Allowance for Housing support the DoD goal of zero out-of-pocket housing expenses by FY05 for personnel living on the economy.

- Meanwhile, our components remain committed to replace or renovate substandard military family housing by FY07, relying on housing privatization initiatives (such as Public Private Venture and Residential Communities Initiative) and Military Construction. Pacific service components and US Forces Korea are in the process of adding or replacing over 1,200 family housing units in FY04 alone.
- Continued funding is also essential to improve bachelor housing. Navy, Air Force, and Marine components are on track to eliminate open bay and central latrine barracks by FY07. Army will meet this goal in Hawaii and South Korea by FY08 and FY 09, respectively.

▫ **Dependent schools.** Competitive schools are a top quality of life concern, especially in Guam and Hawaii.
- Department of Defense Education Activity (DODEA) school projects in Guam will provide a new high school and a new elementary/middle school. The high school is already programmed for FY05.
- In Hawaii, we are leveraging our Joint Venture Education Forum to improve school quality, strengthen our partnership with the state and its citizens, and increase attractiveness of Hawaii as a duty station.

- We are also focused on Quality of Service issues. Specific concerns for 2004:

▫ **Transformation.** Improved Quality of Service is an intended and essential product of our transformation initiatives. As we posture forces to ensure security in the new threat context, we also seek to place forces such that they can be efficiently employed against unpredictable threats – minimizing optempo while posing a minimal burden on friends and allies in the region. In short, we want to be relevant, welcomed and immediately employable.

▫ **Infrastructure.** Sustainment, Restoration, and Modernization (SRM) of facilities and infrastructure throughout PACOM remains an important concern. Current funding levels limit our ability to achieve the 67-year recapitalization rate directed by DoD. We have equally important infrastructure requirements above SRM needs, including environmental requirements and new mission bed-downs for transformational capabilities like C-17 aircraft and Stryker Brigade Combat Teams. We are working to ensure transformation-related changes are integrated into our MILCON plans to prevent wasted expenditures.

▫ **Nimitz-MacArthur Pacific Command Center (NMPCC).** The NMPCC is complete and will be dedicated on 14 April. This modern facility and its robust information technology will fundamentally change the way we command and control forces in the Pacific theater. We are working hard on information and knowledge management processes to maximize efficiency while minimizing frustrations.

- **Joint POW-MIA Accounting Command (JPAC).** The JPAC stood up on 1 October 2003, combining assets of Joint Task Force – Full Accounting and Central Identification Lab – Hawaii, with a global mission. The new command will be housed in a new combined facility at Hickam Air Force Base that will improve efficiency while reducing overall footprint. We are requesting appropriation of funds to begin construction in FY07.

- **Pacific Warfighting Center (PWC).** PACOM's exercise simulation and support infrastructure is obsolete. A planned, state-of-the-art PWC will improve total force readiness by creating a networked training and mission rehearsal environment for joint and combined force commanders which will be integral to our national capability. We estimate a $30 million need in FY06 for this facility.

- **Joint Interagency Task Force – West (JIATF-W).** Changes to the Unified Command Plan, combined with increasing challenges from illicit drugs and other transnational threats in the western Pacific, have prompted relocation of JIATF-W from Alameda, California to Camp Smith, Hawaii. Collocated with operational forces, including Special Operations Command Pacific, JIATF-W brings much-needed interagency experience and unique skill sets to the theater. We are working hard to facilitate the movement of JIATF-W families.

- Thank you for the opportunity to provide this input to the Quality of Life Review Report.

RECOMMENDATION: None. For information only.

U.S. Special Operations Command

UNITED STATES SPECIAL OPERATIONS COMMAND
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JAN 12 2004

MEMORANDUM FOR: UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS-P&R), 4000 DEFENSE PENTAGON, WASHINGTON, DC 20301-4000

SUBJECT: Commander, United States Special Operations Command (COMUSSOCOM) Submission to the First Quadrennial Quality of Life Review (QQLR)

1. The purpose of this memorandum is to provide USD, (P&R) current Quality of Life Initiatives within USSOCOM.

2. USSOCOM's Quality of Life initiatives are directly tied to the mission of winning the Global War on Terrorism (GWOT). My first priority is to retain our most experienced and highly skilled operators who are currently acquiring high value targets across the globe in support of GWOT. To retain these SOF professionals, USSOCOM has begun the following initiatives:

a. USSOCOM Town Hall Meetings. USSOCOM solicited retention and quality of life initiatives from senior non-commissioned officers from all services. USSOCOM will effect these issues immediately by constructing a Tiger Team and working with OSD, Services, and our components. The goal of the USSOCOM Tiger Team is to identify actionable plans to retain these valuable SOF members with increased pay, bonuses and retirement benefits.

b. USSOCOM submitted three issues during the FY 05 Unified Legislative Budgeting (ULB) process.

1) Thrift Saving Plan (TSP) matching.
2) Creation of flexible spending accounts.
3) Inclusion of service members involved in imminent death retirement situations in the Service Disabled Veteran's Life Insurance (SDVLI) and Supplemental Survivor Benefit Plan (SSBP) benefits.

c. Military One Source. During the summer 2003, USSOCOM was added to the OSD pilot program to provide a 24-hour hot line to address any type of military or family related question from anywhere in the world. Recent comments from service members have been very favorable due to our highly mobile and geographically dispersed SOF families.

SOCC
SUBJECT: Commander, United States Special Operations Command (COMUSSOCOM) Submission to the First Quadrennial Quality of Life Review (QQLR)

d. USSOCOM is very involved in the DOD Quality of Life Executive Committee meetings to ensure USSOCOM and DOD are working in concert with one another. USSOCOM has prepared multiple information papers for the committee on Thrift Savings Plan (TSP), spouse employment and education, financial planning, State and military relationships, flexible spending accounts, and pay and compensation.

3. USSOCOM is committed to retaining our highly skilled and experienced professionals to ensure success in the GWOT. To do this USSOCOM is developing an overarching quality of life plan to ensure each and every family member is taken care of. The comfort of knowing their family's needs and financial future are secure allows these SOF professionals to focus their attention on this boundless fight.

BRYAN D. BROWN
General, U.S. Army
Commander

U.S. Southern Command

REPLY TO
ATTENTION OF

DEPARTMENT OF DEFENSE
UNITED STATES SOUTHERN COMMAND
OFFICE OF THE COMMANDER
3511 NW 91ST AVENUE
MIAMI, FL 33172-1217

January 5, 2004

Commander

Dr. David Chu
Under Secretary of Defense for Personnel and Readiness
4000 Defense Pentagon
Room 3E764
Washington, DC 20301-4000

Dear ~~Secretary~~ David Chu,

As you prepare to provide the First Quadrennial Quality of Life Review to Congress, I am pleased to provide input from U. S. Southern Command (USSOUTHCOM). I would like to emphasize the importance of USSOUTHCOM to the nation's defense and the benefits of its continued presence in Miami. Our location in Miami has proven to be beneficial to our successful mission execution and the quality of life for our assigned personnel.

The widely recognized geographic importance of Florida, particularly Miami, to Latin America and the Caribbean makes Miami the optimal location to support USSOUTHCOM mission requirements and security cooperation activities. Miami is the center of academia, culture, transportation and finance for Latin America and the Caribbean. It is an international government center, housing 49 foreign consulates, including one for every nation in the area of responsibility. This provides efficient and timely processing of visas, trip coordination and receipt of country specific information and access to any needed assistance in those specific areas. USSOUTHCOM transportation requirements are primarily supported by the Miami International Airport, centrally located just seven miles from downtown and approximately five miles from the Headquarters. As the transportation hub for the region, the command's proximity to the airport optimizes the cost of travel for assigned personnel by eliminating the need for connecting flights. Additionally, it allows us to meet with and brief counterparts from our area of responsibility as well as U.S. policymakers whenever they pass thru Miami enroute to and from countries in the USSOUTHCOM area of responsibility.

Miami is a dynamic, diversified economy, with a healthy population growth, fully capable of supporting the command and employment opportunities for our service families. We are a model of how the Defense Department can leverage private sector capital for facilities and services providing for a quality of life comparable to a traditional installation. We have maximized this approach for Base Operations Support within the greater Miami area. We have mitigated our non-traditional location in Miami thru innovative techniques and strong partnerships with the local community. Following are some examples of this unique support:

USSOUTHCOM continues to focus on providing quality housing for all assigned personnel in Miami and depends exclusively on private sector housing to support the housing needs for the approximately 900 assigned military personnel. To support the housing requirements for personnel in the lower ranks who may encounter difficulties with the cost of housing, the Army is leasing 60 unaccompanied housing units and 62 family housing units. For our E6 and below service men and women, there is no waiting to gain quarters upon arrival. USSOUTHCOM is able to provide almost immediate housing, which is extremely unusual for other installations.

The area has no military medical care facility available, however we have a small medical clinic supported by sufficient primary care providers to support assigned personnel. Requirements outside the medical staff capabilities are referred to the excellent multiple hospitals, clinics and physicians in the area under the TRICARE health care system.

We are using available childcare capacity in the local market by contracting to utilize private sector childcare centers. USSOUTHCOM subsidies allow members to use the childcare centers at a cost equal to a military child care center. This method precludes construction, operational, maintenance, and overhead costs.

The command established over 20 vanpools for support to over 200 personnel who reside in an area between Broward and Southern Miami-Dade counties. This program receives funding support from state and federal governments to assist the federal ride-share programs resulting in a near zero commuting cost to participating personnel.

State and local levels of government are supporting the needs of the command in a variety of tangible ways. The Governor is very proactive and committed to the military assigned throughout the state. Florida has established a grant program for joint venture projects; projects that benefit both the local community and the military. The Governor's office has established a spouse employment program aimed at assisting military spouses and retirees in securing employment in the state. The local community has been very supportive since the command's arrival in Miami. They completed an action plan to sustain USSOUTHCOM with programs such as working with local utilities companies on deposit waivers, local education issues, set aside programs for rent deposits, and development of a joint military/community use park.

Space constraints limit our support to fitness programs. We are only able to provide our troops with a small fitness center in the headquarters building. However, we have established a memorandum of agreement with the Miami-Dade Police to enable our military members to use its fitness center. Agreements have been negotiated with local fitness centers to provide our members with a discount on membership.

Joint Task Force GTMO in Guantanamo, Cuba, is a particularly noteworthy success story because of the accelerated improvements made to the quality of life for our assigned personnel. Today we have personnel living in refurbished Navy housing with access to common living areas with televisions and kitchenettes. We have a new fitness facility with one more in development, a new gymnasium and upgrades to three others, an upgraded cyber café where troops have access to the internet and phones enabling them to contact family and friends and to perform educational research. We have significantly improved the dining facilities with a state of the art air-conditioned facility. In November 2002, 70% of the troops ate in the dining facility and just three months later, 96% were dining there. To provide quality health care, we established a joint

aid station near the billeting area supported by the Navy, which has an embedded Army combat stress unit assigned.

We have been working with our State Department and Department of Defense Education Activity (DoDEA) counterparts on behalf of our Security Assistance Officers (SAO) and have focused on education for military dependents, ensuring that special education needs can be met within the host country. In addition, we have worked several issues to ensure that TRICARE Latin America continues to meet the medical needs of our assigned personnel.

There remain a few challenges to members of our command in the Miami area and the area of responsibility. The most significant unresolved issue is a permanent headquarters facility with adequate office space. The headquarters building was designed and built to support the mission of the command and the number of assigned personnel when the command relocated from Panama. Since that time, the mission and numbers of personnel assigned to the command have increased. We currently have 30% of our offices located outside the headquarters building in privately owned buildings, commingled with non-government tenants. These external leased offices offer less than adequate force protection. Additionally, the inadequate space has made it a challenge to provide our personnel with the quality of life they deserve. The lack of space in the headquarters prohibits establishing those commonly expected components to the quality of life such as a Commissary, AAFES facility, a dental clinic and adequately sized/equipped gym. We are continuing our efforts to receive approval and funds to build an annex building and move those staff elements inside expanded facilities co-located inside a federal complex in Miami.

In summary, USSOUTHCOM has supported its personnel with comparable benefits and entitlements that service members and their families would reasonably anticipate from a traditional installation in the atypical environment without an expensive investment in overhead and infrastructure of a traditional base. We have leveraged public and private resources to provide an outstanding quality of life for assigned personnel.

Sincerely,

James T. Hill
General, US Army
Commander

U.S. Northern Command

UNITED STATES NORTHERN COMMAND

MAR 1 1 2004

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

FROM: Commander, United States Northern Command
250 Vandenberg Street, Suite B016
Peterson AFB CO 80914-3801

SUBJECT: Unified Combatant Command Input to First Quadrennial Quality of Life (QQRL) Review

1. In response to your call for inputs, we believe Quality of Life initiatives are essential to our ability to conduct operations to deter, prevent and defeat threats and aggression against our homeland. Accordingly, we recently submitted a proposal regarding "Authorizing Special Pay for Duty Subject to Hostile Fire or Imminent Danger in Domestic Areas and/or Chemical, Biological, Radiological or Nuclear Exposure or High Yield Explosives" to the General Counsel of the Department of Defense. Imminent Danger Pay, regardless of world locale, is a matter of fairness to our servicemen and women and should be addressed in the context of our retention programs.

2. As our forces maintain increased operational tempo, we should support our service members' requests for leave. While we have afforded temporary extensions of leave accrual under special circumstances, expansion of special leave accrual to 120 days would go a long way in protecting one of the influential factors in mission readiness.

3. We appreciate the opportunity to participate in this important process and look forward to implementing QQRL initiatives for our people and their families.

RALPH E. EBERHART
General, USAF

U.S. Transportation Command

UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5357

21 January 2004

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS)

FROM: TCCC

SUBJECT: USTRANSCOM Quality of Life Overview

Quality of Life (QOL) for soldiers, sailors, airmen, and marines is one of my top priorities--a responsibility I take seriously. Attached is an overview of the QOL initiatives we have addressed and the status of each.

JOHN W. HANDY
General, USAF
Commander

Attachment:
QOL Overview for USTRANSCOM

cc:
Chairman, Joint Chiefs of Staff

QUALITY OF LIFE OVERVIEW
FOR
UNITED STATES TRANSPORTATION COMMAND

1. Many of the issues this command and its component commands work can have a significant impact on Service members and their families. In the past, the command has taken many issues for action which resulted in enhanced quality of life for soldiers, sailors, airmen, and marines assigned to USTRANSCOM and around the world.

2. USTRANSCOM relies heavily upon the reserve forces and one QOL measure recently implemented had an immediate impact for our reserve personnel. The fiscal 2004 National Defense Authorization Act allowed reservists and their families to have access to commissaries on the same basis as active-duty members, retirees and their families. This was a well-deserved benefit, as it recognizes the importance of the reservists supporting our nation's defenses.

3. We have a number of issues on the immediate horizon. As a way to improve QOL benefits for military personnel and their families, in April 2003, USTRANSCOM began a 1-year test allowing dependents of active duty and retired members to travel space available on military aircraft, with their sponsors, within CONUS. CONUS space available passenger numbers increased 60% between the first and second quarters of the test. Based on these excellent results and the lack of impact on contingency operations, we recommended the test be ended and CONUS space available privileges be extended on a permanent basis. Proposed changes in OCONUS travel and transportation incident to personal emergencies have been submitted through the legislative process. The proposed revision would permit members to make arrangements closer to their desired destination, rather than to the closest authorized location, and to purchase commercial tickets at a reduced government airfare. The member would then reimburse the government for the difference in price between the two points. Improvements in household goods issues for our families are of utmost importance. The full replacement value initiative currently under review is an excellent starting point and I expect additional improvements in this area in the future.

4. USTRANSCOM is collocated with one of its component commands, Headquarters Air Mobility Command (AMC), as a tenant unit on Scott AFB IL. This enables USTRANSCOM personnel to also benefit from AMC's QOL issues which are currently focused on the following three areas:

a. Quality of Life Measures: Under AMC's Morale, Welfare, and Recreation (MWR) programs, visitors quarters and transient lodging facilities were opened at two locations, underutilized child development classrooms were restructured to meet the needs of infants and toddlers, and playrooms for children were established at numerous fitness centers in an effort to help military parents keep "fit to fight." Additionally, a new state-of-the-art Port Mortuary facility opened at Dover AFB DE to process the remains of our fallen members and return them more expeditiously to their families.

b. Communities of Choice: AMC has contracted with a company to work with their AMC Integrated Delivery System teams to develop individual base-level Community Capacity Action Plans (CCAP) using 2003 community needs assessment survey results.

c. Housing for Junior Members and their Families: AMC currently has several housing privatization initiatives underway and is conducting studies to determine the feasibility of privatization at additional bases. AMC is also continuing efforts to improve dormitories in order to enhance QOL for unaccompanied personnel.