

**NOT FOR PUBLICATION UNTIL RELEASED  
BY THE SENATE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON DEFENSE**

**STATEMENT OF  
LIEUTENANT GENERAL REX C. McMILLIAN  
UNITED STATES MARINE CORPS RESERVE  
BEFORE  
THE SENATE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON DEFENSE  
CONCERNING  
THE GUARD AND RESERVE  
ON  
APRIL 17, 2018**

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## **Lieutenant General Rex C. McMillian**

Lieutenant General Rex C. McMillian is the 10th Commander of Marine Forces Reserve and concurrently serves as Commander, Marine Forces North.

Prior to becoming Commander of MARFORRES and MARFORNORTH on 12 Sep 2015, Lieutenant General McMillian served as the Senior Reserve Advisor to the Commander of NORAD and U.S. Northern Command. He previously served as Director of Reserve Affairs in Manpower and Reserve Affairs, HQMC. From 2009-2011, he was the Commanding General of the 4th Marine Aircraft Wing. He also had the pleasure to serve as the Deputy Commander, 1st Marine Expeditionary Force and the Deputy Commander, Marine Forces Pacific.

Lieutenant General McMillian served as the Chief of Staff for 3d MAW and other billets during multiple tours to Iraq for Operation Iraqi Freedom. He has also served as the Deputy Commander of MAG-46 and the Commanding Officer of VMFA-134.

A native of Norfolk, VA and raised in Middletown, California, Lieutenant General McMillian graduated from the University of Southern California and was commissioned in January 1980. He served in multiple Marine Corps and Navy Squadrons flying primarily the F-4J and the F/A-18. His flight time in various military jets, helicopters, and propeller driven aircraft exceeds 3,800 hours.

Lieutenant General McMillian served nine years of active duty prior to transitioning to the Marine Corps Reserves. He is a Captain for Delta Airlines when not mobilized.

Lieutenant General McMillian and his spouse, Rebecca, have been married for 37 years and have three children: Kyle, Rachel, and Thomas.

## ***Introduction***

Chairman Cochran, Ranking Member Durbin and distinguished members of the Subcommittee, it is my privilege to appear before you and provide an overview on the current state of the Marine Corps Reserve.

As the Assistant Commandant of the Marine Corps testified, fiscal instability, resulting from persistent Continuing Resolutions and looming and actual government shutdowns, produce the most significant risk to our readiness. Reserve Marines have 38 training days per year (24 inactive duty days and 14 annual training days). Missed training opportunities are often unrecoverable in terms of personnel, material, and training readiness, while morale and retention of the force suffers. During the orderly shutdown on January 20, 2018, two to three training days were lost. Some units had multi-day or week-long exercises which were cancelled or cut short. Ultimately, 7,793 personnel across 62 units (20 percent of Marine Forces Reserve) had their readiness impacted due to their drill weekend being cancelled or reduced, resulting in lost training opportunities.

Although these lost opportunities negatively impact the Reserve Component's ability to serve side-by-side with their Active Component counterparts, your Marine Corps Reserve has been fully engaged across the globe over the past 16+ years of combat operations – serving as an essential shock absorber and force multiplier. Our focus remains on maintaining the ability to provide manned, trained, equipped, and well-led forces capable of augmenting, reinforcing, and supporting the Active Component. With your continued support, it will further strengthen our readiness and ensure we remain ready to fight and win across the range of military operations and in all warfighting domains.

## ***A Total Force***

The United States Marine Corps remains the Nation's forward deployed, agile, Expeditionary Force in Readiness. As the Commandant of the Marine Corps previously stated, we are one Marine Corps – a Total Force Marine Corps. For approximately eight percent of the Department of Defense (DoD) budget, your Corps provides the American people with an exceptionally capable, extremely affordable, immediately responsive, and lethal national security force. As an integral part of the Total Force, the Marine Corps Reserve plays a key role in providing that national security force.

The critical capabilities provided by the Marine Corps Reserve to the Total Force increases the lethality of the Corps and contributes to the competitive advantage maintained over our adversaries. Over the past year, the Marine Corps Reserve supported combatant commanders by providing forces focused on combat operations, crisis prevention, crisis response, and theater security cooperation. Global deployments, along with participation in Service, Joint, and multi-national exercises, develop the depth of experience of the Reserve Force, ensuring the Marine Corps Reserve is relevant, ready, and responsive to meet combatant commanders' requirements for highly trained general-purpose forces.

In 2017, more than 810 Reserve Marines mobilized supporting 28 operational requirements in five of the six geographic combatant commands. Likewise, nearly 10,940 Reservists participated in 96 training exercises, supporting requirements in 43 countries across the globe. These activations included support to U.S. Northern Command during Hurricane Harvey, Irma and Maria. Utilizing 12304a activation authority, Marine Forces Reserve provided the rapid deployment of 745 Marines for recovery efforts. Additionally, 196 Reserve Marines volunteered to

serve as individual augmentees, providing support to combatant commanders and Service staffs. Marine Forces Reserve filled 40 percent of the total Marine Force individual augment requirements and increased its deployment by 50 percent in the last two years. This high quality and quantity of opportunities persist in the current year, as the demand remains high for your Marine Corps Reserve – for perspective, the Marine Corps deployed eight Reserve formations in 2001, compared to 140 Reserve formations in 2017.

In 2018, Marine Forces Reserve will continue to support the combatant commanders by mobilizing in excess of 2,500 Reservists and almost 12,000 Marines for a multitude of theater-specific exercises and security cooperation events. These operations and exercises greatly increase the Reserve Component's interoperability with the Active Component, Joint Forces, and our allies.

The demand for the Marine Corps' unique capabilities has increased, requiring more Reserve Component activations of units and ad hoc formations to produce enabling capabilities across the range of military operations. For example, Marine Forces Reserve increased the participation of Marines filling the emerging security force and advisory requirements in southwest Afghanistan. In addition, for the third year in a row, we have mobilized and will deploy a task-organized Special Purpose Marine Air-Ground Task Force to U.S. Southern Command in support of theater security cooperation objectives. Activations of whole units followed the increase of ad hoc formations. Reconnaissance and amphibious assault vehicle platoons activated for support to III Marine Expeditionary Force's requirements in Okinawa, Japan. Later this year, we will activate 2nd Battalion, 23D Marines which will also deploy to Okinawa.

Marine Forces Reserve continues to provide daily support to combatant commanders in a wide range of roles that include multi-lateral exercises, such as Saber Strike 18 in Latvia, Ulchi

Freedom Guardian 18 in South Korea, and Maple Resolve 18 in Canada. I anticipate Marine Forces Reserve will continue to deploy and integrate with the Active Component to meet combatant commander high-priority requirements through the use of existing mobilization authorities.

In addition to participating in operational requirements across the globe, Marine Forces Reserve supports the Total Force by dutifully executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. There is no responsibility that we treat with higher regard than the solemn mission of providing casualty assistance. Inspector-Instructor and Reserve Site Support Staffs are geographically positioned to accomplish the vast majority of Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to families. Indeed, the majority of Marine Corps casualty notifications and follow-on assistance calls to the next of kin are made by our Marines. During Calendar Year (CY) 2017, our Inspector-Instructor and Reserve Site Support staffs performed 80 percent of the 193 casualty calls performed by the Marine Corps.

The professionalism and compassion of our Casualty Assistance Calls Officers (CACOs) continues well beyond the initial notification. We ensure that our CACOs are well trained, equipped, and supported by all levels of command through the combination of in-person and online training. Once assigned, the CACO serves as the family's central point of contact and coordinates with funeral homes, government agencies, and other organizations. They assist family members with planning the return and final resting place of their Marine; and ensure the filing of appropriate documents is completed so that the family receives all benefits to which they are entitled. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and

the grieving family.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The Inspector-Instructor and Reserve Site Support staffs, with augmentation from additional Reserve Marines, performed more than 20,000 military funeral honors, which represented 93 percent of all funeral honors rendered by the Marine Corps during CY 2017. As with casualty assistance, we place enormous emphasis on providing timely, compassionate, and professionally executed military funeral honors, although this comes with a cost to readiness – as some Marine Reserve units are executing in excess of 250 funerals per year, impacting their ability to maintain or increase readiness.

Finally, Marine Forces Reserve serves as the most wide reaching link between the Marine Corps and communities across the Nation. We are the face of the Marine Corps to the majority of the American public. With Reserve units located across the country, Marine Forces Reserve is uniquely positioned to interact with the public and communicate the Marine Corps story to our fellow citizens; most of whom have little or no contact with the Marine Corps. For example, last year Marine Forces Reserve personnel and units conducted more than 500 local and regional public engagement and community relations events across the country.

### ***Predictability***

Our Force Generation Model provides a level of predictability for force planners and our Reserve Marines, while maintaining the “train as we fight” philosophy. The Model provides our Reservists, their families, and their employers the ability to plan for upcoming duty requirements five years and beyond. This empowers service members to achieve the critical balance between family, civilian careers, and service to our Nation while enabling informed employers to plan for and manage the temporary absence of valued employees.

We ensure units and personnel are ready to meet any challenge by employing a Force Generation Model that rotates Marine Reserve units through a five-year Training and Readiness Plan. At any given time, the Force Generation Model enables the Reserves to provide combat ready units and detachments based on major contingency operation plans and the Corps' Force Management Plan. This ready bench includes Air Naval Gunfire Liaison Companies, Civil Affairs Groups, large-scale logistical augmentation, four infantry battalions, artillery and aviation capabilities, as well other critical enablers. In total, more than 4,000 Reserve Marines and Sailors are prepared to augment and reinforce Active Component forces rapidly in support of a contingency response or as part of a theater security cooperation mission.

The key element in the Force Generation Model is the consistent integration of Reserve units, detachments, and individuals into Service, Joint and multi-lateral exercises, thereby building increasing interoperability over the plan's five-year cycle. Generally, units are assessed through a culminating Integrated Training Exercise (ITX) during the fourth year of the training cycle. Seamless integration with the Active Component in training exercises is conducted in the United States and abroad; this training facilitates the Active and Reserve Components interoperability, thus achieving success with the Total Force Marine Corps.

### ***Personnel***

Marines, Sailors and our civilian Marines are the foundation of all that we do. The resources we dedicate to sustaining and developing this foundation directly contribute to the success of our institution. The vast majority of the Marine Corps Selected Reserve's authorized end strength of 38,500 fall under Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Selected Marine Corps Reserve Units, Active Reserve, Individual



Mobilization Augmentees, and service members in initial training. Embedded with these Marines are 1,800 Active and Reserve component Sailors who serve critical roles in the operational, medical, dental, and spiritual readiness of our Reserve Force. The success of Marine Forces Reserve would not be possible without continued support from the U.S. Navy.

In addition to the Marines and Sailors of the Selected Reserve, Marine Forces Reserve administratively controls approximately 65,000 Marines who serve in the Individual Ready Reserve (IRR). Marine Forces Reserve continues to monitor the mobilization viability of these Marines who have fulfilled their active service commitment and returned to civilian life. The mobilization potential of the IRR is monitored through the use of muster events that are conducted at multiple locations across the country. These muster events are the Marine Corps' opportunity to physically inspect these Marines to ensure they meet the requirements for mobilization. These events also provide the opportunity to address administrative issues, complete mental health and post-deployment assessments, review Reserve obligations and new opportunities, meet with prior service recruiters, and reconnect with fellow Marines. During the past year, Marine Forces Reserve conducted 33 physical muster events with 4,770 IRR Marines. An additional 48,000 members of the IRR were contacted and screened telephonically.

The Marine Corps Reserve strives to retain the very best Marines capable of fulfilling our leadership and operational needs. The option of continued service in the Reserve Component has become increasingly appealing to young Marines leaving active duty. Marines approaching the end of their current contracts, whether Active or Reserve Component, receive counseling on the tangible and intangible benefits of remaining associated with the Selected Reserve. We educate each transitioning Active Component Marine on opportunities for continued service in the Marine Corps Reserve through the Marine Corps' transition assistance and educational outreach programs.

We have concentrated on improving our personnel administration and retention programs, with the result being record high personnel readiness levels. Throughout the past year, our Marines have worked hard to initiate enhancements to our administrative processes and standard operating procedures. Additionally, we are improving the timeliness and accuracy of Reserve pay and entitlement disbursement through consolidated administration at the battalion, squadron, and group levels.

Recruiting and retaining high quality Marines remains essential to the Marine Corps' reputation as the Nation's Force in Readiness. Marine Forces Reserve enjoys high affiliation and retention rates enhanced through incentive programs, such as occupational specialty retraining, inactive duty travel reimbursement, and bonus payments. These programs remain essential to ensure we continue to meet authorized end strength and retain our most talented Marines. Your continued support to these critical programs has helped maintain our overall personnel end strength to 99 percent of the total requirement, with a grade and Military Occupational Specialty match rate of 85 percent. This high rate of personnel readiness is not only reflective of the health of the force, but directly contributes to our overall operational readiness. While we fully expect to meet our Selected Marine Corps Reserve retention and recruiting goals again this year, continued use of these incentive programs are critical to optimally align our inventory against our requirements, maintain individual and unit-level readiness, address shortfalls in staff non-commissioned officers, and fully rebuild readiness from previous force structure changes. Your continued support for incentives that promote service in our Reserve Force will ensure our ability to recruit and retain the very best service members.

### ***Equipment***

Reserve Component units remain highly interoperable with their Active Component

counterparts due to the Marine Corps' Total Force approach to equipment fielding and management. Active and Reserve Component Forces are manned, trained and equipped to the same standards, facilitating the seamless employment of Reserve Component Forces to meet combatant commander requirements. Marine Forces Reserve mission essential equipment readiness levels are sufficient and capable of supporting all home station training requirements, as well as current operational deployments, with the exception of several select aviation units.

In the Reserve Component, personnel resources to identify and conduct maintenance are limited to the small full-time support staffs at each Reserve Training Center. These staffs are augmented by Reserve Marines during the monthly drill and two week annual training periods. Focusing these limited resources on the combat essential readiness reportable items constrains routine preventative and corrective maintenance on the remainder of equipment. Recent modernizations, coupled with the increase in equipment density and complexity, have compounded this challenge.

For many years, Marine Forces Reserve has mitigated risk to maintenance readiness in two ways. First, by continually refining the Training Allowance, which is the portion of the unit's full Table of Equipment kept on-hand at the Reserve Training Center. Our goal is to balance the minimum amount of equipment necessary to effectively conduct training with the amount of equipment that can reasonably be maintained within the personnel and fiscal resource constraints. Second, by leveraging Overseas Contingency Operations (OCO) dollars to pay for mobile maintenance support teams from Marine Corps Logistics Command to travel to Reserve Training Centers and augment the limited organic maintenance capacity. However, as the demand for Reserve Component Forces has significantly increased – from 126 exercises, missions, and operations in Fiscal Year (FY) 2017 to 149 scheduled for FY 2018 – we anticipate increased usage,

and subsequent wear and tear on both our military and individual combat equipment sets. Consequently, our maintenance requirements, demand for secondary repairables, and replenishment of gear have out-paced previous forecasts. Congressional support for our amended FY 2018 Operations and Maintenance, Marine Corps Reserve budget request, to include OCO, is paramount to our continued success in maintaining high equipment readiness.

The top procurement priority of the Marine Corps Reserve is the KC-130J Super Hercules. The Active Component has fully fielded the KC-130J Super Hercules. However, the remaining 17 of 24 Reserve Component KC-130J aircraft are not scheduled to be fully fielded until 2026. This extended fielding timeline forces the Reserve Component to simultaneously operate the KC-130J and the legacy KC-130T aircraft over the next eight years. These two aircraft have vastly different logistics, maintenance, and aircrew requirements, resulting in an increased outlay of resources to maintain the readiness of the Reserve Component KC-130 Squadrons.

### ***Training***

Marine Forces Reserve participates in the service-level ITX aboard Marine Corps Air-Ground Combat Center, Twentynine Palms, California. This exercise consists of two battalions conducting live-fire and maneuver exercises, featuring Reserve Component Forces from the Marine Air-Ground Task Force elements. This is one of the few opportunities that the ground, aviation, and logistics combat elements, under the command of a regimental headquarters, are able to come together and coordinate all warfighting actions to operate as a Marine Air-Ground Task Force under live fire and maneuver conditions. The ITX is constantly updated to challenge our Reserve Force with the most realistic training possible. Units participate based on future activation potential per the Marine Forces Reserve FYs 2018-2022 Training and Readiness Plan. The ITX provides all Marine Air-Ground Task Force elements an opportunity to undergo a service-level

assessment of core competencies that are essential to expeditionary, forward-deployed operations. Additionally, individuals serving on the regimental command element staff receive training that ensures the ability to augment a Marine Air-Ground Task Force and/or a Joint staff. In summary, the ITX improves combat readiness, efficiency in Total Force integration, and enables more rapid activation response times at the battalion and squadron level.

Marine Forces Reserve maximizes participation in continental United States-based training events. In FY 2017, Reserve Component Marines and Sailors participated in Exercise Northern Strike, a joint, combined-arms, live-fire exercise emphasizing close air support, joint fire support, and coordinated maneuver with fires. The exercise also provides highly sought after amphibious training that is executed aboard Camp Grayling, Michigan, at the Joint Maneuver Training Center. Exercise Northern Strike provides an opportunity for Reserve Marines to train alongside Army and Michigan Air National Guard forces, as well as Canadian forces, and has become an integral part of the Reserve Component training continuum. These types of exercises ensure our Marines maintain the highest levels of proficiency and readiness to integrate with the Active Component to support the requirements of the combatant commanders.

In order to preserve fiscal and materiel resources and test the limits of expected operations, we also maximize training efficiencies by optimizing the use of training simulators wherever possible. Our Reserve Training Centers employ the Indoor Simulated Marksmanship Trainers (ISMTs) and other simulation to ensure Reserve Marines are trained to the same tasks, conditions, and standards as the Active Component. The ISMTs particularly benefit remote site locations that are distant from DoD training ranges by eliminating wasted time of traveling long distances to training areas. Additionally, with Reserve units only having 38 training days per FY to train to

mission essential tasks and also ensure all Service mandated annual training requirements are satisfied, it is essential for the Marine Corps Reserve to capitalize on non-traditional training methods such as online training. Expanding our use of simulators and online training will preserve valuable training time and also enable units to make the most of that limited training time during drill weekends.

### ***Facilities***

Marine Forces Reserve occupies facilities in 47 states, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 27 owned and 133 tenant Reserve Training Centers, three family housing sites, one permanent barracks, three emergency troop housing barracks, and one General Officer Quarters. Although some sites are located on major DoD installations, most are situated within civilian communities, ranging from neighborhoods to industrial and commercial districts. We continue to improve the maintenance and security of our facilities to ensure the safety of our Marines and Sailors and provide an effective training and mobilization platform to support the readiness of the Force.

Sixty-six percent of the facilities budget supports the sustainment and maintenance of existing infrastructure and operating cost of providing day-to-day facilities support. However, those operating costs steadily increase with the age of the buildings. We have improved the overall readiness of our facilities inventory through our Facilities Sustainment, Restoration and Modernization (FSRM) support program and maximized the impact of our budget through divestiture and demolition of excess footprint.

There has been a focused and ongoing effort to improve overall force protection at all of our sites by working with our service partners and the National Guard for joint occupied facilities. Numerous protection assessments and security engineering reports have been conducted at our

facilities to assist and develop designs to mitigate protection concerns, specifically physical security. These assessments have identified physical security requirements and served to prioritize security enhancements to ensure our sites and Marines are secure in the facilities where they work and drill. We have leveraged additional funding to address these requirements and the risks are mitigated by the tactics, techniques, and procedures that each individual unit employs.

The Marine Corps' Military Construction, Naval Reserve (MCNR) program focuses on providing construction for new and enduring capabilities, as well as recapitalization of our aging existing facilities. The construction provided by the annual authorization and appropriation of MCNR funding is an important factor in advancing our facilities support mission as we optimize our force laydown throughout the nation. Continued support for the MCNR request is essential as we divest of failing infrastructure and modernize capabilities.

The combined effects of our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers and enabled better support to the Force. Continued support for our annual funding request for our facilities program will enable us to improve the overall physical infrastructure that reinforces the mission readiness of our units.

### ***Health Services and Behavioral Health***

Marine leaders have a moral obligation to ensure the health and wellness of the Nation's Marine Corps Reservists, Sailors under our charge, and their families. General Dunford once said "This nation's most precious assets are the young men and women in uniform," – we take this responsibility seriously. Every day, we strive to maintain the trust and confidence of Congress and the American people by immediately addressing any challenge to our readiness and finding solutions through our people and readiness programs.

We strive to improve medical readiness through a robust Post-Deployment Health Reassessment (PDHRA) Program within Marine Forces Reserve and an accurate monitoring, identification, and notification of the unit-level actions necessary to attain readiness goals. Between deployments, our Health Services priority is to ensure the DoD goal of 85 percent Total Force Medically Ready. During FY 2017, Marine Forces Reserve met that goal with individual medical and dental readiness rates of 85.4 percent and 90.7 percent, respectively. Additionally, our Health Services personnel participate in Force Readiness Assistance & Assessment Program unit inspections and audits which provide oversight at unit level and the ability to monitor policy adherence and readiness.

The Reserve Health Readiness Program (RHRP) has greatly increased overall medical and dental readiness throughout the Force. This program funds contracted civilian medical and dental providers to units that do not have organic medical or dental support personnel and/or are not supported by a military treatment facility. During FY 2017, the RHRP performed 21,762 Periodic Health Assessments; 22,354 Mental Health Assessments; 1,098 PDHRAs; 331 immunizations; 6,349 laboratory services; 14,055 audio services; and 17,220 dental procedures. In addition to RHRP, the Marine Corps' comprehensive behavioral health program addresses issues such as substance abuse prevention, suicide prevention, combat and operational stress control, domestic violence, and child abuse prevention.

Marine Forces Reserve conducts Operational Stress Control and Readiness training at all levels. It is provided during pre-deployment training to service members of units deploying for more than 90 days, as well as all commands in garrison. The purpose of this training is to provide the requisite knowledge, skills, and tools to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible.



The Navy Bureau of Medicine and Surgery supports behavioral health through various independent contracted programs, such as the PDHRA and the Psychological Health Outreach Program (PHOP). The PDHRA places an emphasis on identifying physical, behavioral, and mental health concerns that may have emerged since returning from deployment. During CY 2017, Marine Forces Reserve successfully raised current completion totals to nearly 37,100 PDHRA screenings. The PHOP addresses both post-deployment behavioral health concerns and crisis-related interventions through contractors with various social work-related backgrounds via a wide array of referral services in the community to include follow-up with service members. These programs provide a pathway to identify Marines, Sailors, and their families that are in need of behavioral health assistance, and an avenue to seek behavioral health assistance.

Signs of operational and combat stress can manifest long after a service member returns home from deployment. This delayed onset of symptoms presents particular challenges to Reservists who may be isolated from vital medical care and the daily support network inherent in active duty units. Encouraging Marines to acknowledge and vocalize mental health issues is a continuing challenge facing our commanders. We address the stigma associated with mental health care through key programs, such as the Yellow Ribbon Reintegration Program (YRRP). Further, we market all of our behavioral health initiatives and programs through our Marine Forces Reserve portal website and during key Marine Corps forums throughout the year. Your continued support of our behavioral health programs is greatly appreciated.

Marine Forces Reserve Drug Demand Reduction Program (DDRP) focuses on reducing illegal drug use and prescription drug misuse within the Reserve community. Marine Forces Reserve relies profoundly on its drug-testing program, which acts as a powerful deterrent against drug use. Each Reserve unit conducts monthly random, yet, compulsory drug testing that ensures

systematic screening of all Reservists for the presence of drugs. The DDRP staff provides quarterly and on demand education and awareness training on the dangers of misusing and abusing prescription drugs and information on the proper disposal of old, unused, and outdated medications. Additionally, the DDRP increases leaders' awareness on the dangers of abusing prescription drugs through annual substance abuse supervisory level training.

Suicide prevention is a high priority for the Marine Corps. Marine Forces Reserve focuses its suicide prevention efforts on six initiatives: in-theater assessments, PDHRA, PHOP, Care Management Teams, Marine Intercept Program (MIP), and Unit Marine Awareness and Prevention Integration Training (UMAPIT). The in-theater assessments target Reservists who may be exhibiting or struggling with clinically-significant issues during a deployment. These Marines are evaluated by appropriate medical authorities for possible treatment with follow-up decisions made prior to the return home. The PDHRA program specifically seeks to identify issues that emerge after Reservists have returned home from deployment. The PHOP secures treatment referrals and provides essential follow-up treatment and case management for our service members to receive appropriate behavioral health services. MIP is an evidence-informed targeted intervention for active duty service members who have had an identified suicide ideation and/or suicide attempt. MIP includes a series of telephonic voluntary caring contacts in which a counselor reaches out to the Marine and assesses for risk, encourages use of a safety plan, identifies and addresses any barriers to services. The MIP counselors then incorporate these caring contacts into the counseling process. These services are also provided to our Reserve Marines through the PHOP. Lastly, UMAPIT provides mandatory face-to-face annual training for every Marine and Sailor in our command and is based on evidence-informed practices to raise awareness of common risk factors and warning signs associated with behavioral health issues.

Additionally, our Reservists and their family members are able to access Marine Corps installations' behavioral health programs through Marine Corps Community Services while they are on active-duty orders. When not on active-duty orders, Military OneSource provides counseling, resources, and support to Reserve service members and their families anywhere in the world. The Marine Corps DSTRESS Line is another resource available to all Reserve Marines, attached Sailors, and family members regardless of their duty status. DSTRESS is a 24/7/365, Marine-specific crisis call and support center, providing phone, chat, and video-telephone capability for non-medical, short-term, solution-focused counseling and briefings.

### ***Sexual Assault Prevention & Response***

Sexual assault is a complex problem that is often interrelated with other readiness challenges, behavioral health issues, and destructive behaviors. Marine Forces Reserve remains focused on executing solutions to address the continuum of destructive behaviors, with the goal of eliminating sexual assault within our ranks. To accomplish this goal, Marine Forces Reserve has expanded the Sexual Assault Prevention and Response Program (SAPR) to seven full-time employees who provide supportive services across the geographically-dispersed force. In addition to the Force-level Sexual Assault Response Coordinator (SARC), each Major Subordinate Command within Marine Forces Reserve has a SARC who manages their commanding general's SAPR Program from the headquarters office in New Orleans. Together with the SARCs, two professional civilian victim advocates are available to support service members and adult family members located at all 160 sites who may need SAPR services. Marine Forces Reserve continues to increase victim services, improve victim response capabilities, and emphasize prevention.

The SAPR staff trains up to 160 new Uniformed Victim Advocates (UVAs) each year during week-long courses held at the Marine Corps Support Facility, New Orleans. After training

and credentialing through the DoD's Sexual Assault Advocate Certification Program, uniformed advocates are appointed by their commanders to serve in this collateral duty billet at their respective Reserve Training Centers. Each SARC provides continuous support and guidance to the geographically-dispersed Victim Advocates within their MSC. In total, Marine Forces Reserve's SAPR Program maintains a roster of more than 300 UVAs within the Reserve Component.

Reserve members can report an assault at any time and do not have to wait to be performing active service or inactive duty for training to initiate their report. Service members are eligible to receive timely access to SAPR advocacy services from a SARC and a UVA regardless of when a reported incident of sexual assault took place, to include those that occurred prior to service or while not in a drilling status. They also have access to a Victim's Legal Counsel regardless of the duty status of the individual if the circumstances of the reported offense have a nexus to the military service of the victim.

UVAs respond to service members regardless of their activation status, as well as adult dependents who make a report of sexual assault. With the support of their SARC, UVAs screen for potential safety issues and provide required safety updates, offer ongoing supportive services and referrals, and maintain a data base of nationwide resources for victims of sexual assault who may not reside on or near an installation. The SARCs and UVAs collaborate with providers who are local to the sites to create a network of support and response capabilities for the Reserve Component across the nation.

Another essential aspect of the response protocol is the 24 hours a day, seven days a week Support Line that is advertised to service members and their families via written and digital media and during all SAPR classes and briefs. The Support Line is manned by the professional SAPR

staff members who serve as a readily accessible resource for those who need anything from immediate assistance to those with questions about how to make a report. Marine Forces Reserve also actively publicizes the DoD Safe Helpline which offers the crisis support service for members of the DoD community affected by sexual assault. The DoD Safe Helpline is available 24/7 worldwide with “click.call.text” user options and can be used anonymously for confidential support.

Our prevention strategy is holistic and integrated with other programs that support the eradication effort, such as the Equal Opportunity Program, Family Readiness, Spiritual Readiness Initiatives and Behavioral Health. Marine Forces Reserve emphasizes setting the example of discipline and respect at all levels of command by encouraging a positive, retaliation-free, command climate. Leadership is encouraged to actively engage with our Marines and Sailors to learn what we can do to further support a positive environment that is free from attitudes and behaviors that are incompatible with our core values. All Marines and Sailors are required to receive SAPR training every year to ensure widespread knowledge about the program to include both prevention and response information. Preventative education plays a role as all non-commissioned officers receive “Take a Stand” bystander intervention training and all junior Marines participate in the “Step Up” bystander intervention training each year.

Marine Forces Reserve is committed to preventing sexual assault while responding with the highest quality of supportive services and advocacy to those who need it.

### ***Quality of Life***

We are committed to ensuring quality of life support programs that are designed to help all Marines, Sailors and their families, whether they are deployed or on the home front. Reserve Marines and their families deserve the very best support in return for their sacrifices. They are

dispersed throughout the country and away from the traditional brick and mortar support systems of our major bases and stations. Therefore, we strive to provide awareness of, and access to, the numerous support programs available for their benefit. Marine Corps Community Services and unit Family Readiness Officers provide a vital link to ensuring support reaches those who need it.

Marine Forces Reserve tracks the submission of medical service treatment records to ensure Reserve Component Marines receive timely access to Department of Veterans' Affairs (VA) health care services. Working across all 160 sites, we aggressively target our performance for submission timeliness to ensure our Marines will not be delayed in their submission of VA disability benefit claims once they have separated from the service.

Marine and Family Readiness Programs remain flexible, constantly adjusting to meet the needs of our Marines and their families. The result is a ready and resilient Force, well equipped to achieve success. This heightened state of resiliency is primarily achieved by providing robust, relevant and standardized training to our unit commanders, Family Readiness Command Teams, Marines and their families. Our Marine Corps Family Team Building (MCFTB) program offers non-clinical primary and secondary preventative education and professional training to support service members and their families throughout mission, life, and career events - ultimately enhancing unit mission readiness. MCFTB training events are delivered both, in person and through interactive webinars, at Marine Corps units across the United States. During FY 2017, Marine Forces Reserve conducted 194 training events at which 6,821 Marines and family members received valuable information to prepare for upcoming deployments, thrive during a deployment, and achieve a positive post-deployment reintegration experience.

A key component to our quality of life and resiliency is the religious ministry support provided by the 220 Religious Ministry Team (RMT) members consisting of Navy Chaplains and

Religious Program Specialists who are integrated into our support structure. As Uniformed Members, RMTs support Marines and their families across the full spectrum of military life including combat and humanitarian engagements. 123 RMT personnel are embedded in 46 Marine Corps Reserve units and 97 are in Navy Reserve religious support units that directly support Active Component Marine Corps units. Of those, 14 are mobilized in support of combatant commanders across the globe. This support includes developing the Commandant's spiritual readiness initiatives, providing divine services across the spectrum of faith communities, advising on spiritual and ethical matters, and pastoral care in a safe, confidential environment. One signature program is the Chaplain Religious Enrichment Development Operations (CREDO) program. The CREDO program provides two transformational workshops: the Marriage Enrichment Retreat and the Personal Resiliency Retreat. These events equip Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resilience while on the home front and during deployments. The PRR curriculum also helps Marines and Sailors set personal goals, make good decisions, deal with stress, and live lives with greater purpose and satisfaction. During FY 2017, ten Marriage Enrichment Retreats were conducted with 290 participants and two Personal Resiliency Retreats were conducted with 26 participants.

The Marine Corps Personal and Professional Development programs continue to provide training and educational resources to service members and their families. The Transition Readiness Program implements a comprehensive transition and employment assistance program for Marines and their families; the program emphasizes a proactive approach that will enable Marines to formulate effective post-transition entrepreneurship, employment, and educational goals. Transition Readiness is a process that occurs across the Marine for Life Cycle, not an event

that occurs at a single point in time. Additionally, the Marine For Life Network provides education and awareness briefs to Reserve Marines and their family members during IRR Mobilization Exercises, with the intent to link them to employment, education, and community resources in support of their overall life goals.

Our Semper Fit program remains fully engaged in partnering with our bases and stations to provide quality, results-based education and conditioning protocols for our Marines and Sailors. The High Intensity Tactical Training program includes hands-on, science-based strength and conditioning courses, online physical fitness tools, mobile applications for service members to access anywhere, recorded webinars, as well as instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also enhanced through stress management and *esprit de corps* activities, such as unit outings and participation in competitive events. These programs are crucial to unit cohesion and camaraderie.

The YRRP is an invaluable partner with the Marine Corps Unit, Personal, and Family Readiness Program at every command level. Since its inception during 2010, the YRRP has held more than 850 training events for more than 39,000 Marines, Sailors, and family members. In FY 2017, 123 YRRP training events were conducted with 1,958 participants. The YRRP is a tool for commanders to remain engaged with the challenges and issues facing Marines, Sailors, and their families. The YRRP continues to thrive. Marine Forces Reserve, with the assistance of our Marine Corps Team Building, local and national resources, has many methods for program delivery that are sustainable in any fiscal or deployment climate. This includes local unit events, webinars which can be delivered nationally, mail-outs, social media, and personalized briefs designed to meet the individual needs of the service member and family.

We continue to be supportive of Military OneSource, which provides our Marines, Sailors,



and their families with an around-the-clock information and referral service via toll-free telephone and internet resources. Additionally, Military OneSource provides information on subjects such as parenting, child care, education, finances, deployment, and relocation.

Our Marines, Sailors, and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We will continue to be a faithful advocate for robust Family Programs and Services that evolve and adapt to the changing needs of our Marines, Sailors and their families. The combined effect of these programs and services are critical to the readiness and retention of our Marines, Sailors, and their families, and your continued support is greatly appreciated.

***Supporting our Wounded, Ill, or Injured Marines and their Families***

The Marine Corps ensures the availability of full spectrum care to all wounded, ill, or injured (WII) service members, whether they are Active or Reserve, through the Wounded Warrior Regiment (WWR). Marine Forces Reserve ensures Reserve Marines' unique challenges are addressed through a WWR Liaison Officer who provides subject matter expertise and special coordination with the WWR staff.

The WWR staff includes the Reserve Medical Entitlements Determinations Section, which maintains specific oversight of all Reservists requiring medical care for service-incurred and duty-limiting medical conditions. Reservists facing complex care and recovery needs have access to WWR's network of 45 Recovery Care Coordinators who provide one-on-one transition support and resource identification for WII Reservists and families often living long distances from military installations. WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy. District Injured Support Coordinators and Field Support Representatives dispersed throughout the country also coordinate

with Reserve units to ensure we keep faith with all Marines.

Marine Forces Reserve will not forget the sacrifices our Marines have made for this great Nation; and we will continue to work with the WWR to establish resources and programs that address the unique and ongoing needs of our Reserve population.

### ***Conclusion***

Despite the challenges facing us in today's strategic environment, the Marine Corps remains our Nation's crisis response force and will continue to be most ready when our Nation is least ready. When our Nation calls, the American people expect quick, decisive action from Marines – both the Active and Reserve Components. As part of the Marine Corps Total Force, the Marine Corps Reserve must remain manned, trained, and equipped to provide lethal forces to the Active Component to respond across the operational spectrum from disaster relief to full scale combat operations. Despite today's unstable operating environment being further complicated by budget uncertainty, it is essential for us to remain engaged in current operations, maintain our warfighting readiness, and reset our equipment – while also taking the necessary strides to modernize the force. With your continued unwavering support, we will make pragmatic decisions on how to best balance our available resources between current commitments and future readiness requirements. Semper Fidelis!