

**STATEMENT OF
LIEUTENANT GENERAL REX C. McMILLIAN
COMMANDER, MARINE FORCES RESERVE
UNITED STATES MARINE CORPS
BEFORE
THE SENATE APPROPRIATIONS COMMITTEE
SUBCOMMITTEE ON DEFENSE
CONCERNING
THE GUARD AND RESERVE
ON
APRIL 26, 2017**

Lieutenant General Rex McMillian

Lieutenant General Rex C. McMillian assumed the duties of Commander, U.S. Marine Corps Forces Reserve and Marine Forces Northern Command on 12 September 2015. A native of Norfolk, Virginia, he graduated from the University of Southern California and was commissioned in 1980 via the Platoon Leaders Class program.

As a Lieutenant, he trained with VT-21 in Kingsville, Texas and remained as a flight instructor flying the TA-4J. In 1983, he reported to Marine Fighter Attack Training Squadron 101 for transition training in the F-4S. In 1986, Captain McMillian transitioned to the F-18 at Strike Fighter Squadron 106, Naval Air Station Cecil Field, Florida, and flew the Hornet with VMFA-531 in El Toro, California.

In April 1989, Captain McMillian transferred to the Marine Corps Reserve and joined Marine Fighter Attack Squadron 134. As a Major, he served as the Operations Officer and Executive Officer of Marine Fighter Attack Squadron 134 in Miramar, California.

Lieutenant Colonel McMillian served as the Assistant Air Operations Officer, 1st Marine Expeditionary Force Augmentation Command Element / I Marine Expeditionary Force at Camp Pendleton, California. In January 2000, he assumed command of Marine Fighter Attack Squadron 134 in Miramar, California and relinquished command in January 2002.

While a Colonel, in 2003 he was mobilized and reported to 3rd Marine Aircraft Wing as the Chief of Staff for both overseas and stateside duties in support of Operation Iraqi Freedom. In June 2005, he was demobilized and transferred to MAG 46 in order to serve as the Deputy Commander.

Upon selection to Brigadier General, he served as Deputy Commanding General of Marine Corps Forces Pacific, Honolulu, Hawaii. From 2009 to 2010, Brigadier General McMillian assumed the duties as the Deputy Commanding General, I Marine Expeditionary Force at Camp Pendleton.

Major General McMillian served as the Commanding General, 4th Marine Aircraft Wing from July 2010 to August 2012. Following command, he served as the Director, Reserve Affairs Division, Headquarters, U.S. Marine Corps until May 2013. Prior to his current assignment, he served as the Senior Advisor to the Commander for Reserve Affairs, assigned to North American Aerospace Defense Command and United States Northern Command. His secondary responsibility was a Threat Assessor for NORAD and NORTHCOM.

Prior to his return to active military service, Lieutenant General McMillian was a Captain for Delta Air Lines in his civilian employment. He has been a career airline pilot since 1989.

Introduction

The United States Marine Corps is the Nation's force-in-readiness. For approximately eight percent of the defense budget, your Corps provides an immensely capable and immediately responsive national security insurance policy for the American people. When our Nation calls, the American people expect quick, decisive action from Marines – both the Active and Reserve Components. All Marines must be disciplined, focused, and lethal. As the Commandant of the Marine Corps previously stated, we are one Marine Corps, a Total Force Marine Corps.

Your Reserves have been fully engaged across the Globe over the past 16 years in theater security cooperation activities and overseas contingency operations, serving side-by-side with our Active Component. Organized as a traditional Marine Air-Ground Task Force, Marine Reservists from each of our major subordinate commands -- 4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group -- have made a tremendous impact across a diverse spectrum of operations in support of every geographic combatant commander's operational and theater security cooperation requirements in addition to Service commitments.

I continue to be deeply impressed by the professionalism, competence, and dedication of our Reserve Marines. Like their Active Component counterparts, they serve selflessly to protect our great Nation. I am inspired by the way they balance family responsibilities, civilian careers, and military service. They do so with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines from every generation. Without a doubt, the success of the Marine Corps hinges on the quality of our Marines.

Your Marine Corps Reserve is recruited, organized, manned, equipped, and trained to provide a professionally ready, responsive, and relevant force as a Marine Corps solution to enable

Joint and Combined operations. Today's force will remain ready to fight and win across the range of military operations and in all five warfighting domains – maritime, land, air, cyber, and space. While we remain ready, I thank you in advance for ensuring your Marine Corps Reserve achieves competitive readiness levels and equipment modernization.

A Total Force

Over the past year, the Marine Corps Reserve supported each combatant commander by providing forces focused on theater security cooperation, crisis response, crisis prevention activities and combat operations. Marine Forces Reserve has sustained a robust operational tempo while providing critical capabilities essential in maintaining national security at the strategic level. Global deployments, along with participation in Service, Joint, and Multi-national exercises, develop the desired 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. The performance of our Reserve Forces in recent Total Force operations demonstrates this fact.

In 2016, more than 612 Reserve Marines mobilized supporting 18 operational requirements in five of the six geographic combatant commands. Likewise, nearly 5,200 Reservists participated in 34 training exercises, supporting requirements in 18 countries across the globe. Additionally, more-than 170 Reserve Marines volunteered to serve as Individual Augmentees, providing support to nearly every combatant commander.

During 2017, Marine Forces Reserve continues to support the combatant commanders by mobilizing an additional 813 Reservists and providing 4,500 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 Force, and our allies.

Though the necessity to activate Marine Corps Reserve units on a large scale has decreased in recent years, the demand for the Marine Corps' unique capabilities has increased. For example, this year we plan to provide forces for a new emerging security force requirement in southwest Afghanistan. In addition, for the second 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. Last year, this formation of ground, air, and logistical capabilities supported U.S. Government humanitarian assistance that was provided to Haiti immediately after Hurricane Matthew.

Marine Forces Reserve continues to provide daily support to combatant commanders in a wide range of roles that include multi-lateral exercises, such as African Lion in Morocco, Ulchi Freedom Guardian in South Korea, and Maple Resolve 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 continues to support the Total Force by dutifully executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. 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 2016, our Inspector-Instructor and Reserve Site Support staffs performed 85 percent of the 361 casualty calls performed by the Marine Corps.

There is no responsibility that we treat with higher regard than the solemn mission of

providing casualty assistance. 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 any veteran 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 19,000 Military Funeral Honors, which represented 91 percent of all funeral honors rendered by the Marine Corps during Calendar Year 2016. As with casualty assistance, we place enormous emphasis on providing timely, compassionate, and professionally executed military funeral honors.

Finally, Marine Forces Reserve serves as the most wide reaching link between the Marine Corps and communities across the Nation. We present 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

Operationally focused, the Marine Corps Reserve remains an integral part of the Total Force. We remain manned, trained, and equipped to seamlessly integrate with and support the Active Component - whether conducting combat operations, serving within a Special Purpose Marine Air-Ground Task Force, or assigned as advisors with security cooperation teams in support of steady-state requirements.

We work to augment, reinforce and sustain the Active Component across the range of military operations while maintaining Force readiness to support major contingency operations. 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, which includes two infantry battalions; artillery, combat logistics, and multiple aviation capabilities; as well as an assortment of other forces. In total, a ready bench of more than 3,000 Reserve Marines and Sailors is prepared to augment and reinforce Active Component forces in support of a contingency response or as part of a theater security cooperation mission.

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.

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. The units are assessed through a culminating Integrated Training Exercise during the fourth year of the training cycle to certify their readiness for use on the "ready bench" during the fifth year. 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 civilians 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 and medical readiness of our Reserve Force. The success of Marine Forces Reserve would not be possible without the 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 26 muster events with 6,545 Marines who serve in the IRR.

The Marine Corps Reserve completed its current decrease in end strength to 38,500 in Fiscal Year 2016. We will continue to strive 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.

Despite reduced authorized end strength, our personnel readiness has reached record high levels. To sustain this high level of readiness we have concentrated on improving our personnel administration and retention programs. 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 the consolidation of 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. Over the past three years your support for these critical programs has helped bolster 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

For the most part, 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.

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 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 organic maintenance capacity. Previous reductions in the availability of these OCO dollars have caused Marine Forces Reserve to reduce mobile maintenance support capacity, resulting in a noticeable decrease in the readiness of non-reportable items. Consequently, this negatively affects the quality of training that can be conducted by Reserve units.

Congressional support for our amended FY 2017 Operations and Maintenance, Marine Corps Reserve budget request, both OCO and non-OCO, is paramount to our continued success in maintaining high equipment readiness.

The top procurement priorities of Marine Forces Reserve are the KC-130J Super Hercules and the RQ-21A Blackjack Small Tactical Unmanned Aircraft System. The Marine Corps Active Component has fully fielded the KC-130J. However, the remaining 23 Reserve Component aircraft are not scheduled to be fully fielded until 2027. This extended fielding timeline forces the Reserve Component to simultaneously operate the KC-130J and the legacy KC-130T aircraft over the next ten years. These two aircraft models have vastly different logistics, maintenance, and aircrew requirements, resulting in an increased outlay of resources necessary to maintain the

readiness of the Reserve Component squadrons.

Our second procurement priority is the RQ-21A Blackjack Small Tactical Unmanned Aircraft System. The RQ-21A will provide a dedicated intelligence, surveillance, and reconnaissance system capable of delivering intelligence products directly to the tactical commander in real time. The program is still in low-rate initial production. The Active Component began initial procurement in Fiscal Year 2014 and the Reserve Component is scheduled to receive its first RQ-21A in Fiscal Year 2021.

Training

During June 2017, Marine Forces Reserve will conduct its fifth Service-level Integrated Training Exercise aboard Marine Corps Air-Ground Combat Center, Twenty-nine Palms, California. This exercise consists of a two Battalion assessed live-fire and maneuver exercise, featuring Reserve Component Forces from the Marine Air-Ground Task Force elements (i.e. command, ground, air, and logistics). The unique nature of this exercise ensures maximum training benefits for the ground, aviation, and logistics combat elements under the command of a regimental headquarters. The Integrated Training Exercise is an indispensable component of our Training and Readiness Plan by serving as an annual capstone exercise, the principal mechanism for examining our training and readiness levels, and assessing our operational capabilities. Units participate based on future activation potential in accordance with the Marine Forces Reserve Fiscal Years 2017-2021 Training and Readiness Plan. The Integrated Training Exercise 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 Integrated Training Exercise improves combat readiness, efficiency in Total Force integration, and enables more rapid activation response times at the battalion and squadron level.

Marine Forces Reserve continues to maximize continental United States-based training events. In Fiscal Year 2016, we provided an exercise force of approximately 2,000 Reserve Component Marines and Sailors for training opportunities in Exercise Northern Strike. Northern Strike is 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. Executed aboard Camp Grayling, Michigan, at the Joint Maneuver Training Center, Northern Strike provides an opportunity for Reserve Marines to train alongside Army and Michigan Air National Guard (ANG) forces as well as Canadian forces, under realistic conditions. Such an exercise ensures our Marines maintain the highest levels of proficiency and readiness to integrate with the Active Component for worldwide deployment.

At our Reserve Training Centers, we continue to maximize training efficiencies by utilizing simulators wherever possible to preserve fiscal and materiel resources. The Reserve Component Indoor Simulated Marksmanship Trainers (ISMTs) and other simulation systems safeguard consistent capabilities across the Total Force by ensuring 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 Department of Defense training ranges by preserving valuable training time during drill weekends.

With our Marines deploying around the globe, we also access and leverage a variety of other sources for language and culture training, such as the Marine Corps' Center for Advanced Operational Culture and Language, the Defense Language Institute, and Regional Language Centers. These enhanced language and culture learning opportunities coupled with realistic

operational training events strengthen core competencies and postures Marine Forces Reserve as a ready, relevant, and responsive force.

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 (RTCs), three family housing sites, one permanent barracks, three emergency troop housing barracks, and one General Officer Quarters in New Orleans, Louisiana. Although some RTCs are located on major Department of Defense bases, most of our centers are located in regional population centers, ranging from civilian neighborhoods to industrial and commercial districts. We continue efforts to improve maintenance and the security of our facilities to ensure the safety of our Marines and Sailors.

Sixty-six percent of the facilities budget simply sustains the existing physical plant and meets base operations costs by focusing on daily support and infrastructure maintenance. Costs of maintaining the physical plant steadily increase with the age of buildings. We have improved the overall readiness of our facilities inventory and corrected some chronic facility deficiencies through Marine Forces Reserve Facilities Sustainment, Restoration and Modernization (FSRM) support. There has been a focused and on-going effort to improve overall anti-terrorism security at all of our centers by working with our Service partners and the National Guard for joint occupied facilities. Although we have leveraged additional funding, these emergent anti-terrorism security requirements have placed added strain on our already limited budget.

The Marine Corps' Military Construction, Naval Reserve (MCNR) program focuses on new enduring requirements and recapitalization of our aging facilities. The construction provided by the annual authorization of MCNR funding has been an important factor in

advancing the Marine Forces Reserve facilities support mission. Systemic authoritative engineering analyses have been undertaken in order to fill gaps in facility condition information. The combined effects of our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers. Continued support for our facilities program will enable Marine Forces Reserve to improve the physical infrastructure that supports and reinforces the mission readiness of our units. Moreover, Marine Forces Reserve continues to pursue opportunities to place training facilities within existing Department of Defense compounds.

In accordance with national mandates, Marine Forces Reserve completed energy assessments at our owned sites and continues to implement the recommendations from those assessments as funds are available. Priority is given to sites that are the biggest energy users nationally and specific projects which offer the best return on investment. Environmental stewardship continues to be a major priority for Marine Forces Reserve sites and units as we continue to comply with national, state, and local laws.

Health Services and Behavioral Health

Marine leaders have a moral obligation to ensure the health and welfare of the Nation's Marines from the day they make the commitment to serve. We also must care for the Sailors under our charge; and the families of our Sailors and Marines. We take this responsibility seriously and 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.

Between deployments, our Health Services priority is to ensure the Department of Defense goal of 85 percent Total Force Medically Ready. During Fiscal Year 2016, Marine Forces

Reserve individual medical and dental readiness rates were 84.6 percent and 89 percent, respectively. We strive to improve medical readiness through a robust Post-Deployment Health Reassessment (PDHRA) Program at Marine Forces Reserve and an accurate monitoring, identification, and notification of unit-level actions necessary to attain readiness goals. Additionally, our Health Services personnel participate in Force Readiness Assistance & Assessment Program unit inspections; and our PDHRA Program participates in the Defense Health Agency's electronic audits. These inspections and audits provide oversight at unit level and the ability to monitor policy adherence which ultimately affects enterprise-level readiness.

The Reserve Health Readiness Program (RHRP) has greatly increased overall medical and dental readiness throughout the Force. This program funds contracted medical and dental specialists to provide services to units that do not have direct medical or dental support personnel and are not supported by a military treatment facility. During Fiscal Year 2016, the RHRP performed 14,918 Periodic Health Assessments; 15,860 Mental Health Assessments; 850 PDHRAs; 163 immunizations; 3,713 laboratory services; 21,536 audio services; and 18,323 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 continues to conduct Operational Stress Control and Readiness (OSCAR) training at all levels. The training 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.

Navy Bureau of Medicine continues to support 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 Calendar Year 2016, Marine Forces Reserve successfully raised current completion totals to nearly 36,000 PDHRA screenings and 16,000 Mental Health Assessments. The PHOP addresses 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 and Sailors 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. Delayed onset of symptoms presents particular challenges to Reservists who can be isolated from vital medical care and the daily support network inherent in Marine Reserve units. Encouraging Marines to acknowledge and vocalize mental health issues is a ubiquitous challenge facing our commanders. We address the stigma associated with mental health care through key programs, such as the Yellow Ribbon Reintegration Program. 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 initiative programs is greatly appreciated.

Marine Forces Reserve Drug Demand Reduction Program (DDRP) continues to focus 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 annually conducts random, compulsory drug testing that ensures systematic screening of all Reservists for the presence of drugs. The DDRP staff provides education and awareness training on the dangers of misusing and abusing prescription drugs. The staff also provides information to Reservists 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 remains 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 are 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, including Reservists, who have had an identified suicide ideation and/or suicide attempt. MIP includes a series of telephonic voluntary caring contacts in which a PHOP counselor reaches out to the Reservist and assesses for risk, encourages use of a safety plan, identifies and addresses any barriers to services. The PHOP counselors then incorporate these caring contacts into the counseling process. Lastly, UMAPIT provides annual training based on evidence-informed practices to raise awareness of common risk factors and warning signs associated with behavioral health issues. This training also focuses on building techniques to

protect against behavioral health issues, ensuring that Marines understand their responsibility to fellow Marines, and limiting the stigma associated with seeking assistance for suicidal ideations.

Additionally, Reservists and their family members can 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 activation 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 destructive behaviors. Marine Forces Reserve remains focused on executing solutions to address the continuum of destructive behaviors, with the goal of preventing sexual assault within our ranks. To accomplish this goal, Marine Forces Reserve has six 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 Sexual Assault Prevention and Response (SAPR) Program from the headquarters office in New Orleans. Together with the SARCs, the professional civilian victim advocate is available to support service members, as well as civilians who are eligible for SAPR services. Marine Forces Reserve continues to increase victim services, improve victim response capabilities, and emphasize prevention.

Additionally, 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 being trained and credentialed through the Department of Defense's Sexual Assault Advocate Certification Program, UVAs are appointed by their commanders as Advocates for 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.

Marine Forces Reserve members can report at any time, and do not have to wait to be performing active service or be in inactive training to file their report. If reporting a sexual assault that occurred prior to or while performing active service or inactive training, the Service members will be eligible to receive timely access to SAPR advocacy services from a SARC and a UVA. They also have access to a Victims Legal Counsel regardless of the duty status of the individual if the circumstances of the alleged sex-related 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. The Marine Forces Reserve actively publicizes the DoD Safe Helpline that is a 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 for anonymous and confidential support.

Our prevention strategy is holistic and integrated with other programs that support the prevention effort, such as the Equal Opportunity Program, Family Readiness, 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. Preventative education continues to play 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. Additionally, our Marines participate in the various events during Sexual Assault Awareness and Prevention Month.

In summary, 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 dedicated to ensuring quality of life support programs are designed to help all Marines and their families, whether they are deployed or on the home front. Reserve Marines and their families make great sacrifices in service to our country and they deserve the very best support in return. They are dispersed throughout the country and away from the traditional support

systems of our major bases and stations. Therefore, we strive to ensure awareness of, and access to, the numerous support programs available for their benefit. Family Readiness Officers provide the 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 178 reserve sites, we aggressively target our performance for submission timeliness to ensure our Marines will not be delayed in their submission of VA 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. MCFTB training events are delivered in person at Marine Corps units across the United States and through interactive computer based trainings on the MarineNet platform. During Fiscal Year 2016, Marine Forces Reserve conducted 256 training events at which 10,530 Marines and family members received valuable information to help 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 202 Chaplains and Religious Program Specialists who serve in our ranks; 127 of whom are in Reserve units, while 75 support the Active Component. Of those, 11 are mobilized in

support of combatant commanders across the globe. This support includes 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 Marine Forces Reserve CREDO program provides two transformational workshops: the Marriage Enrichment Retreat (MER) and the Personal Resiliency Retreat (PRR). 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 Fiscal Year 2016, 12 Marriage Enrichment Retreats were conducted with 288 participants and two Personal Resiliency Retreats were conducted with 27 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 continues to be 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 Yellow Ribbon Reintegration Program (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 792 training events for more than 37,000 Marines, Sailors, and family members. In Fiscal Year 2016, 132 YRRP training events were conducted with 1,509 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 Family Team Building staff, has developed innovative methods for program delivery that are sustainable in any fiscal or deployment climate. This includes developing webinars that can be delivered nationally, mail-outs, social media, personalized briefs designed to meet the individual needs of the service member and family, and working with the Family Readiness Officers to leverage national and local resources at no cost to the government.

We remain 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. Military OneSource provides counseling on subjects such as parenting, child care, education, finances, legal issues, deployment, crisis support, 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 a robust Family Readiness Program that evolves and adapts to the changing needs of our Marines, Sailors and their families. The combined effect of these programs is 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 liaison 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' cases 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, who often live long distances from military installations. The WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy and has district injured support coordinators and field support representatives dispersed throughout the country who 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

The Marine Corps is our Nation's force-in-readiness and will continue to be most ready when our Nation is least ready. As part of the Total Force Marine Corps, Marine Forces Reserve must remain manned, trained, and equipped to provide forces to the Active Component to respond across the operational spectrum and in all five warfighting domains. Although this unstable and increasingly dangerous operating environment is further complicated by a constrained resource environment, we must continue current operations, reset our equipment, and maintain our warfighting readiness while modernizing the force. Accordingly, we will make pragmatic institutional choices as we balance our available resources between current commitments and future readiness requirements. Semper Fidelis!