

1 NOT FOR PUBLICATION UNTIL RELEASED
2 BY THE DEFENSE SUBCOMMITTEE
3 OF THE SENATE APPROPRIATIONS COMMITTEE
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9 **STATEMENT OF**
10 **LIEUTENANT GENERAL STEVEN A. HUMMER**
11 **UNITED STATES MARINE CORPS**
12 **BEFORE THE**
13 **SENATE APPROPRIATIONS COMMITTEE**
14 **SUBCOMMITTEE ON DEFENSE**
15 **GUARD AND RESERVES**
16 **ON**
17 **MAY 23, 2012**

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32 Chairman Inouye, Ranking Member Cochran, and distinguished Members of the
33 Subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve
34 and our Reservists, who enthusiastically and professionally contribute to the balanced air-
35 ground-logistics team that underscores America's Expeditionary Force in Readiness – the U.S.
36 Marine Corps. We are extremely grateful for your continued support of programs like tuition
37 assistance and transition assistance, Manpower Retention Incentives, and the Yellow Ribbon
38 Reintegration Program, as well as the recently-approved Section 12304b in Chapter 1209 of
39 Title 10. These help to sustain us as an operational Reserve and as a crucial part of the Total
40 Force.

41

42 ***Introduction***

43 The Marine Corps is as strong today as ever in its 236-year history. That's a bold
44 statement, but it's backed by equally bold Active and Reserve Component Marines who are
45 experienced in taking the fight directly to the enemy. Our Marines have been doing what they
46 have done best since 1775: standing shoulder-to-shoulder to fight and win the nation's battles.
47 We don't differentiate; all Marines—whether Reserve or Active Component—are disciplined,
48 focused, and lethal. We are a Total Force, and as such, the Marine Corps Reserve is integrated in
49 all areas of the Marine Corps as never before.

50 I continue to be humbled on a daily basis in my interactions with our magnificent
51 Reservists. Like their active-duty brothers and sisters, they sacrifice so much of their time -- and
52 so much of themselves -- to protect and serve this great Nation. The way they balance their
53 family responsibilities, civilian lives, and occupations -- and still stay Marine -- continues to
54 amaze me. They do it with humility, without fanfare, and with a sense of pride and dedication
55 that is consistent with the great sacrifices of Marines of every generation. I am reminded daily
56 about the seriousness of the environment in which we operate and the uncertain times that lay
57 ahead in this fiscally-constrained environment. That said, I remain highly confident in the ability
58 of the Marine Corps Reserve to meet these challenges due to the tremendous talent that fills our
59 ranks and the incredible support by this Subcommittee and the American people who sustain us.

60 The four priorities outlined by the Commandant of the Marine Corps in his 2012 Report
61 to Congress on the Posture of the United States Marine Corps will continue to ensure the Total
62 Force is able to meet the demands of the future. They are:

- 63 • *Provide the best trained and equipped Marine units to Afghanistan. This will*
64 *not change and remains our top priority;*
- 65 • *Rebalance our Corps, posture it for the future and aggressively experiment with*
66 *and implement new capabilities and organizations;*
- 67 • *Better educate and train our Marines to succeed in distributed operations and*
68 *increasingly complex environments; and*
- 69 • *Keep faith with our Marines, our Sailors and our families.*

70

71 The priorities I've outlined for Marine Forces Reserve are nested within the
72 Commandant's priorities to ensure today's Marine Corps Reserve is a nimble, fully engaged part
73 of the Total Force that is necessary for modern combat. I believe Active Component Marines and
74 senior leadership at all levels appreciate a fully engaged operational Reserve Force. As an
75 integral element of the Total Force Marine Corps, our Marines and Sailors share the culture of
76 deployment and expeditionary mindset that has dominated Marine Corps culture, ethos and
77 thinking since our Service's beginning more than two centuries ago. Accordingly, the U.S.
78 Marine Corps Reserve is organized, manned, equipped, and trained, like our active duty brethren,
79 to provide a professionally ready, responsive, and relevant Force as a Marine Corps solution to
80 enable joint and combined operations. We are, and will remain, a key component in the Corps'
81 role as America's Expeditionary Force in Readiness.

82

83 ***An Operational Reserve***

84 Since 2001, this great Nation required its Marine Corps Reserve to be continuously
85 engaged in combat operations in Iraq and Afghanistan as well as in regional security cooperation
86 and crisis prevention activities in support of the various geographical combatant commanders.
87 This operational tempo has built a momentum among our war fighters and a depth of experience
88 throughout the ranks that is unprecedented in generations of Marine Corps Reservists.

89 As of Feb. 1, 2012, 61,123 Marines from the Ready Reserve have executed a total of
90 79,420 sets of mobilization orders. This operational tempo has enabled Marine Forces Reserve
91 to evolve from a strategic to an operational Force, capable of simultaneously fulfilling both roles.
92 In the operational role, Marine Forces Reserve has sourced preplanned, rotational, and routine
93 combatant commander and Service requirements across a variety of military operations. We
94 have routinely supported operations in Afghanistan and Iraq while sourcing combatant
95 commander requirements, such as Special Purpose Marine Air Ground Task Force in support of
96 U.S. Africa Command (AFRICOM); Black Sea Rotational Force in support of U.S. European
97 Command (EUCOM); Unit Deployment Program (UDP) in support of U.S. Pacific Command
98 (PACOM); and Southern Partnership Station in support of U.S. Southern Command
99 (SOUTHCOM). Additionally, Marine Forces Reserve continues to perform its strategic role
100 with combatant commander exercise involvement and focused readiness that coherently enables
101 a rapid transition to operational roles or support to major contingency operations.

102 During the previous year, Marine Forces Reserve operations continued on a high
103 operational tempo as we supported all of the geographical combatant commanders across the
104 globe. Our Force-level units and major subordinate commands - the 4th Marine Division, 4th
105 Marine Aircraft Wing, and 4th Marine Logistics Group -- were called upon to provide 3,227
106 Marines to support Operation Enduring Freedom and plan to deploy 788 Marines this Fiscal
107 Year. Marine Forces Reserve also deployed Marines to a multitude of theater-specific exercises
108 and cooperative security efforts, which were designed to increase interoperability with our
109 Partnership For Peace NATO allies as well as for developing Theater Security Cooperatives in
110 countries such as Morocco, South Africa, Romania, Georgia, the Black Sea region and with our
111 partners throughout the Pacific Rim.

112 Marine Forces Reserve's operational focus will continue to directly support the
113 geographical combatant commanders this year in various roles that includes multiple bi-lateral
114 exercises, such as African Lion in Morocco, Key Resolve and Ulchi Freedom Guardian in South
115 Korea, Cold Response in Norway, Tradewinds in Barbados, and Agile Spirit, which is an
116 ongoing effort with the Georgian Army in and around Tbilisi. The way ahead for Marine Forces
117 Reserve includes continued support to Operation Enduring Freedom while also maintaining a
118 high operational tempo by deploying forces to meet high priority combatant commander
119 requirements. Principle among these deployments is the support to an AFRICOM Special

120 Purpose Marine Air Ground Task Force, forward deploying an Artillery Battery to Okinawa,
121 Japan, as part of the Unit Deployment Program, and the building of partner capacity in the Black
122 Sea region on behalf of the geographical combatant commander by providing Marine Reservists
123 to conduct operations of various sizes and complexities throughout the region to assure stability
124 and sustainability in this high priority geopolitical region. Like our active duty counterparts, our
125 training and exercise support will incorporate amphibious operations and a refocused
126 concentration on our Naval heritage. During January, our personnel participated in Bold
127 Alligator, the largest amphibious exercise the Navy and Marine Corps have conducted in more
128 than a decade.

129 In addition to operational requirements, Marine Forces Reserve personnel and units
130 conduct community relations events nationwide. Due to the command's unique geographical
131 dispersion, Marine Forces Reserve personnel and units are advantageously positioned to interact
132 with the American public, telling the Marine Corps story to our fellow citizens who typically
133 have little or no contact with the Marine Corps. Therefore, for the preponderance of the
134 American public, their perception of the Marine Corps is informed by dialogue with our
135 Reservists during the myriad of community relations events that occur throughout the year across
136 the country.

137 During the previous year, Marine Forces Reserve supported more than ten significant
138 community relations events, which included among others: Marine Week St. Louis, Armed
139 Forces Bowl in the Dallas/Ft. Worth area, New York City Fleet Week, Baltimore Fleet Week,
140 and Public Service Recognition Week and Joint Service Open House in the District of Columbia
141 area. Marine Forces Reserve also supported more than 50 community relations events of a lesser
142 scale that included various air shows, memorials, and assorted flyovers across the Nation.
143 Additionally, more than 380 community events of a routine nature were supported across the
144 Nation, such as color guard details, vehicle and weapon static displays, and speaking
145 engagements.

146 The significant community relations events required a footprint of Marine Forces Reserve
147 assets that mirrored an operational Marine Air-Ground Task Force. Of note is the Marine Week
148 concept, which is a Headquarters Marine Corps strategic engagement activity that was initiated
149 during 2009. This strategic engagement initiative was created to articulate to the American
150 public what the U.S. Marine Corps stands for, what we do, who we are, and what the Corps

151 aspires to accomplish in the future. This week-long event generally encompasses a series of
152 more than 60 smaller events, which may include formal ceremonies, various static displays of
153 aircraft, vehicles and weapons, and other outreach events such as sports demonstrations,
154 concerts, and tactical demonstrations. However, months prior to the event, key leaders from
155 throughout the Marine Corps interact with the local community through leadership panels and
156 discussion groups covering topics such as diversity, roles and opportunities for service by
157 women, and general leadership principles. Marine Forces Reserve was the lead element for
158 Marine Week since its inception, sourcing the Marine Air Ground Task Force command element
159 and the preponderance of the subordinate units for Marine Week Chicago in 2009, and has done
160 so for subsequent Marine Weeks: Boston in 2010 and St. Louis in 2011. Marine Forces Reserve
161 will take the lead once again for Marine Week Cleveland this June and is likely to be the Force
162 of Choice to form the command element on behalf of the Marine Corps for all Marine Weeks
163 hereafter due to our national footprint, deep connection with local communities, and integration
164 of Active and Reserve Component personnel at our Reserve centers across this great Nation.

165 I would be remiss if I didn't include veterans as key components to our continued success
166 in communities across the country. Veterans provide our personnel, active and Reserve, with
167 unsurpassed support. Veterans often serve as a communication conduit between our Marines and
168 local leaders and business owners. They are also instrumental in assisting with community
169 engagement, such as Marine Week and the Marine Corps Reserve Toys for Tots program.

170 In addition to participating in operational requirements across the globe and in
171 community relations events here at home, our active-duty Marines who are assigned to our
172 Inspector – Instructor and Reserve Site Support staffs steadfastly and diligently execute the
173 significant responsibility of casualty assistance. Continued operational efforts in Afghanistan
174 have required that these Marines remain ready at all times to support the families of our fallen
175 Marines in combat abroad, or in unforeseen circumstances at home. By virtue of our geographic
176 dispersion, Marine Forces Reserve personnel are well-positioned to accomplish the vast majority
177 of all Marine Corps casualty assistance calls and are trained to provide assistance to the families.
178 Historically, our personnel have been involved in approximately 80 percent of all Marine Corps
179 casualty notifications and follow-on assistance calls to the next of kin. During Calendar Year
180 2011, our Inspector – Instructor and Reserve Site Support staffs performed 83 percent of the total
181 casualty calls performed by the Marine Corps (310 of 375). There is no duty to our families that

182 we treat with more importance, and the responsibilities of our Casualty Assistance Calls Officers
183 (CACO) continue well beyond notification. We ensure that our CACOs are well trained,
184 equipped, and supported by all levels of command. Once a CACO is designated, he or she
185 assists the family members from planning the return of remains and the final rest of their Marine
186 to advice and counsel regarding benefits and entitlements. In many cases, our CACOs provide a
187 long-lasting bridge between the Marine Corps and the family while providing assistance during
188 the grieving process. The CACO is the family's central point of contact and support, and he or
189 she serves as a representative or liaison to the funeral home, government agencies, or any other
190 agency that may become involved.

191 Additionally, Marine Forces Reserve units and personnel provide significant support for
192 military funeral honors for our veterans. The Inspector – Instructor and Reserve Site Support
193 staffs, with augmentation from their Reserve Marines, performed 91 percent of the total funeral
194 honors rendered by the Marine Corps during Calendar Year 2011 (15,366 of 16,943). We
195 anticipate providing funeral honors to more than 16,000 Marine veterans during Calendar Year
196 2012. Specific authorizations to fund Reserve Marines in the performance of military funeral
197 honors have greatly assisted us at sites such as Bridgeton, Mo., where more than ten funerals are
198 consistently supported each week. As with casualty assistance, we place enormous emphasis on
199 providing timely and professionally executed military funeral honors support.

200 The upcoming implementation of the Marine Corps' Force Structure Review (FSR) of the
201 Total Force -- active, Reserve, and civilian -- will not impede our operational excellence,
202 community involvement, casualty assistance, or funeral honors. The FSR initiative evaluated
203 and refined the organization, posture, and capabilities required of America's Expeditionary Force
204 in Readiness in a post-OEF security environment. It was further informed by the Department of
205 Defense budget that was developed and incorporated in the Fiscal Year 2013 President's budget.
206 Throughout the implementation plan, Marine Forces Reserve is prepared to work with any
207 personnel affected by this initiative to locate a suitable opportunity. In some cases, the service
208 member may be afforded an opportunity for inactive duty training travel reimbursement or
209 additional training to obtain a new military occupational specialty. I appreciate in advance your
210 support as we move forward to seamlessly implement the FSR plan.

211

212 ***Predictability***

213 Our Force Generation Model is one of the most important planning mechanisms for
214 facilitating the operational use of the Marine Corps Reserve. The Model, which was
215 implemented in October 2006, continues to provide long-term and essential predictability of
216 future activations and deployments for our Reservists. The Model provides our Reservists, their
217 families, and their employers, the ability to plan for upcoming duty requirements in their lives
218 five or more years out. This empowers service members and their families to achieve the critical
219 balance between family, civilian career, and service to the Nation while enabling employers to
220 plan for and manage the temporary loss of valued employees. The Force Generation Model also
221 assists Service and joint force planners in maintaining a consistent and predictable flow of fully
222 capable Marine Corps Reserve units.

223 The Force Generation Model is a simple management tool that is based on one-year
224 activations followed by five years in a non-activated status. This allows for a continued and
225 sustainable 1:5 deployment-to-dwell ratio for our Reservists as well as the ability to support
226 unplanned requirements. In fact, the Marine Corps Reserve can potentially source 3,000 Marines
227 per rotation and 6,000 Marines annually at a 1:5 deployment-to-dwell ratio as programmed in the
228 Force Generation Model. Furthermore, projecting predictable activation dates, mission
229 assignments, and geographical destination years in advance enables units to focus training on
230 core mission requirements early in the dwell period, then transition the training to specific
231 mission tasks when the unit is 12-18 months from activation.

232 The Fiscal Year 2012 National Defense Authorization Act that was signed into law by the
233 President on Dec. 31, 2011, greatly advances this predictable employment of the Reserve
234 Component as an operational Force. Specifically, the Reserve involuntary activation authority
235 delegated to the Service secretaries to order Reserve Component members to active duty for not
236 more than 365 consecutive days for preplanned and budgeted missions promotes our ability to
237 proactively plan for and provide well-equipped, trained, and competent Reserve Forces to the
238 various geographic combatant commanders to fulfill their Theater Security Cooperation
239 requirements.

240 Title 10, Chapter 1209, Section 12304b, provides the appropriate authorities to ensure
241 Marine Forces Reserve's continued level of support to geographic combatant commanders'

242 Theater Security Cooperation and Phase 0 shaping operations as well as maintain readiness
243 across the Total Force. Of particular note, this authority facilitates a Total Force sourcing
244 solution to meeting global requirements by allowing the Secretary of a military department to
245 determine when to use the Reserve Component. This amendment provides for the flexibility
246 Service planners need to determine force sourcing solutions based on Force Generation Models
247 and policies. Over the last decade, the Services have seen an increasing demand signal from the
248 geographical combatant commanders to support their Theater Security Cooperation and Phase 0
249 shaping operations. We certainly expect this demand will continue to increase in the post-OEF
250 environment as geographic combatant commanders increase engagement activities across the
251 globe.

252

253 *Personnel*

254 Marine Forces Reserve consists of Force-level units, such as Intelligence Support
255 Battalion and Civil Affairs Groups, and our major subordinate commands -- 4th Marine Division,
256 4th Marine Aircraft Wing, and the 4th Marine Logistics Group. Marine Forces Reserve comprises
257 a large percentage of the Selected Marine Corps Reserve's authorized end strength of 39,600.
258 Additionally, Marine Forces Reserve administers approximately 57,000 Marines who serve in
259 the Individual Ready Reserve. The Selected Marine Corps Reserve is comprised of Marines in
260 Reserve units and the Active Reserve program as well as Individual Mobilization Augmentees
261 and those in initial training. The Selected Marine Corps Reserve and the Individual Ready
262 Reserve form the Ready Reserve.

263 We continue to enjoy strong accessions and an increase in retention over the historical
264 norm, which greatly enhanced our ability to improve manning to our end strength during Fiscal
265 Year 2011. Our bonus and incentive programs for Reserves were essential tools in achieving
266 100 percent of our authorized end strength. The continued use of these programs is a critical
267 enabler for us as we rebalance the Force during the upcoming implementation of the Force
268 Structure Review. Our authorized end strength of 39,600 is appropriate for providing us with the
269 personnel we require to support the Total Force while achieving the Secretary of Defense's goal
270 of a 1:5 deployment-to-dwell for Selected Marine Corps Reserve units.

271 I am pleased to report that the Marine Corps / Navy Reserve team is as strong as ever.
272 During Calendar Year 2011, the Navy ensured Marine Forces Reserve units were fully manned
273 and supported with Program 9 – U.S. Navy personnel in support of Marine Forces -- and Health
274 Service Augmentation Program personnel during all deployment phases. Four hundred eighty-
275 six U.S. Navy personnel were sourced to staff Marine Forces Reserve units that deployed to Iraq
276 and Afghanistan, as well as numerous joint and/or combined exercises. These individuals
277 focused almost entirely on providing medical, dental and religious services. The Navy
278 Mobilization Office works with my headquarters, as well as with my major subordinate
279 commands, to source 100 percent of all requirements.

280 Manning to authorized end strength requires an institutional approach. The Marine Corps
281 is unique in that all recruiting efforts fall under the direction of the commanding general, Marine
282 Corps Recruiting Command. This approach provides tremendous flexibility and unity of
283 command in annually achieving Total Force recruiting objectives. Like the Active Component
284 Marine Corps, Marine Corps Reserve units rely primarily upon a first-term enlisted force.
285 Marine Corps Recruiting Command achieved 100 percent of its recruiting goal for non-prior
286 service recruiting (5,730 enlisted Marines and 96 officers) and prior service recruiting (4,058) for
287 Fiscal Year 2011. As of February 29, 2012, 2,216 enlisted non-prior service and 1,242 enlisted
288 prior service Marines have been accessed, reflecting 38.8 percent of the non-prior service and
289 49.7 percent of the prior service annual enlisted recruiting mission for the Selected Marine Corps
290 Reserve. We fully expect to meet our Selected Marine Corps Reserve recruiting goals again this
291 fiscal year.

292 Officer recruiting remains our most challenging area. Historically, the Active
293 Component Marine Corps has been the exclusive source of senior lieutenants and captains for the
294 Marine Corps Reserve, and it remains a source of strength in meeting our company grade
295 requirements. Through our transition assistance and educational outreach programs, we continue
296 to ensure that each transitioning Active Component Marine is educated on continued service
297 opportunities in the Marine Corps Reserve. To compliment the Active-to-Reserve Component
298 company grade accessions, we continue to offer three Reserve commissioning initiatives that
299 focus exclusively on the most crucial challenge of manning the Marine Corps Reserve with
300 quality company grade officers. These Reserve commissioning initiatives are the Reserve
301 Enlisted Commissioning Program (RECP), which was expanded to qualified active duty enlisted

302 Marines in addition to qualified Reserve enlisted Marines; Meritorious Commissioning Program
303 – Reserve (MCP-R), which is open to individuals of the Active and Reserve Components who
304 have earned an Associate’s Degree or equivalent in semester hours; and Officer Candidate
305 Course – Reserve (OCC-R). Since 2004, these three programs have produced a total of 456
306 lieutenants for the Marine Corps Reserve. The OCC-R program has been the most successful of
307 the three Reserve commissioning initiatives, producing 422 officers. It focuses on ground billets
308 with an emphasis on ground combat and combat service support within specific Reserve units
309 that are scheduled for mobilization. Thus, the priority to man units with these officers is tied to
310 the Force Generation Model. These programs, combined with our prior service recruiting
311 efforts, are projected to provide at least 90 percent manning of critical combat arms and engineer
312 company grade officer billets by Sept. 30, 2015.

313 As the Marine Corps begins to draw down Active Component end strength to 182,100,
314 the option to continue to serve in the Reserve Component will undoubtedly be increasingly
315 appealing to young Marines leaving active duty. Those approaching the end of their current
316 contracts -- Active or Reserve Component -- receive more focused counseling on the tangible
317 and intangible aspects of remaining associated with, or joining, the Selected Marine Corps
318 Reserve. All commanders and senior enlisted leaders across Marine Forces Reserve are tasked
319 to retain quality Marines through example, mentoring, and information and retention programs.
320 This takes place across the Marine experience, not just in the final days of a Marine’s contract.
321 Your continued support regarding enlistment, affiliation, and re-enlistment bonuses along with
322 other initiatives that promote service to this great Nation greatly influences my ability to gain
323 and retain the very best service members. I greatly appreciate the continuance of these
324 programs, especially since they are most likely to prove instrumental in aligning the right people
325 to the right place as we rebalance the Force.

326

327 ***Equipment***

328 The Commandant of the Marine Corps signed the Service’s Ground Equipment Reset
329 Strategy on Jan. 1, 2012. This strategy resets the Force in support of the Commandant’s
330 reconstitution objectives. As the executive agent for the execution of this strategy, Marine Corps
331 Logistics Command will ensure the timely and responsive reset of the Reserve Component

332 equipment to maintain a high state of readiness across the Force. The unique geographic
333 dispersion of our Reserve units and their limited capacity to store and maintain the total war
334 fighting equipment set onsite underscores the unique relationship between Marine Corps
335 Logistics Command and our Reserve units. This relationship assures high training readiness by
336 using a specific training allowance at Reserve Training Centers while maintaining the remainder
337 of the war fighting requirement in enterprise-managed facilities. This strong relationship, which
338 is necessary for a viable operational Reserve, is inherent in the Service's reset strategy. I am
339 confident that Marine Forces Reserve will continue to meet the Commandant's first priority –
340 provide the best trained and equipped Marine units to Afghanistan – while protecting the
341 enduring health of the operational Reserve.

342 Although we have been engaged in combat operations for more than a decade, our
343 equipment readiness rates remain above 97 percent. To be sure, this last decade has
344 demonstrated the need to maintain a significant Reserve Force readiness posture, even during
345 periods of no or low conflict. However, our current 97 percent readiness level has only been
346 attained and sustained by the availability of contingency funding. As the contingency funding
347 draws down and on-hand assets increase as a result of the Reset, we will rely solely on our
348 Operations and Maintenance, Reserve appropriation. Additionally, equipment preventive
349 maintenance and organizational maintenance programs have also become more developed due to
350 increased training associated with mobilizations over the past decade. Thus, the requirement to
351 maintain them will still exist as the contingency funding that supports these capabilities
352 decreases.

353 Several resources and programs combine to form the basis to the Marine Corps Reserve
354 approach to maintenance. Routine preventive and corrective maintenance are performed locally
355 by operator and organic maintenance personnel. This traditional approach to ground equipment
356 maintenance was expanded to include an increasing reliance on highly effective contracted
357 services and depot-level capabilities, which were provided by the Marine Corps Logistics
358 Command. Over the past year, we experienced significant success with the Marine Corps
359 Logistics Command's "Mobile Maintenance Teams" that have provided preventive and
360 corrective maintenance support to all 183 Marine Corps Reserve centers across the United States.
361 This maintenance augmentation effort has directly improved our equipment readiness as well as
362 provided valuable "hands on" training to our organic equipment maintainers.

363 Additionally, the Marine Corps Logistics Command’s “Enterprise Lifecycle Maintenance
364 Program” provides for the rebuilding and modifying of an array of principal end items, such as
365 the Light Armored Vehicle, the Amphibious Assault Vehicle, and our entire motor transport
366 fleet. Finally, we continue to reap significant benefits from the Marine Corps Corrosion
367 Prevention and Control Program. Dollar for dollar, this program has proven highly effective in
368 the abatement and prevention of corrosion throughout the Force. Collectively, these initiatives
369 and the hard work and dedication of our Marines and civilian Marines across Marine Forces
370 Reserve sustain our ground equipment readiness rates at or above 97 percent.

371 The National Guard and Reserve Equipment Appropriation (NGREA) has been used to
372 modernize and equip the Reserve Component. It has funded equipment that provides both
373 maximum interoperability and balance between the Active and Reserve Components. Building
374 on the \$65 million and \$45 million that we received in Fiscal Years 2009 and 2010 to
375 supplement baseline procurement dollars and accelerate the fielding of various programs
376 throughout the Marine Air Ground Task Force, Fiscal Year 2011’s \$70 million in NGREA
377 support was used to procure 10 Light Armored Vehicle Logistics variants, which completed our
378 Light Armored Vehicles requirement. The funds were also used for the procurement of satellite
379 network packages for command and control, Raven Unmanned Aerial Vehicle systems, various
380 combat vehicle training and marksmanship systems, and virtual convoy trainers and simulators
381 enhanced Reserve Component modernization programs.

382 As articulated in our Fiscal Year 2013 National Guard and Reserve Equipment Report
383 (NGRER), the Marine Corps’ Total Force fielding policy is accentuated by a methodology of
384 horizontal fielding of equipment to enable the Service concept of “mirror imaging” between the
385 Active and Reserve Components. Accordingly, as the Marine Corps incorporates modernization
386 programs to posture our capabilities to meet the ever-changing character of current and future
387 operations, we have identified five modernization priorities that could be funded with the Fiscal
388 Year 2012 NGREA that have been already provided.

389 The first three priorities relate to the incorporation of aircraft Flight Training Devices
390 (FTDs) and their linkage via the Aviation Virtual Training Environment (AVTE). These devices
391 will not only allow aircrews to conduct more sorties via the simulators/training devices, but will
392 also allow the Reserve Component to train with other units and aircrews as a way to reduce costs
393 in a resource-constrained environment. The first priority is to procure a CH-53E FTD, which

394 will enable aircrew refresher and proficiency training along with AVTE linkage to other FTDs.
395 The second and third priorities are to procure 2 UH-1 and 1 MV-22 FTDs respectively, allowing
396 for both aircrew refresher and proficiency training, as well as conversion training prior to the
397 UH-1Y and MV-22B aircraft delivery to the reserve component.

398 The fourth and fifth priorities involve the modernization of the KC-130T, which will
399 remain in service in the Reserve Component beyond the year 2020. Procurement of the Digital
400 Engine Indicator Panels will mitigate parts obsolescence issues and the Electronic Prop Control
401 Systems will increase the mean time between failures for the KC-130T community's top
402 degrader. The modernization of the KC-130T will serve as a bridge to the KC130J, which may
403 not be fielded to the Reserve Component until 2020.

404

405 ***Training***

406 For the fourth year in a row, Marine Forces Reserve will sponsor exercise Javelin Thrust
407 stateside this July, which will focus on Marine Air Ground Task Force core competency training.
408 Javelin Thrust 2012 will be conducted aboard installations throughout the Western United States
409 with both virtual and real world aspects to the exercise. This year, Javelin Thrust has been
410 designated as Large Scale Exercise 1 for the Marine Corps and will serve as an aid-to-construct
411 for future Large Scale Exercises. Javelin Thrust 2012 will be executed as a Marine Air Ground
412 Task Force deployment vice a compilation of numerous annual training events, with units
413 participating based on their future deployment schedule according to the Force Generation
414 Model. Javelin Thrust will provide all elements of the Marine Air Ground Task Force with the
415 opportunity to complete some of the training necessary to expeditiously forward-deploy in any
416 operational environment. Additionally, individuals serving on the exercise's Marine Air Ground
417 Task Force staffs will receive training that will enable them to competently perform as individual
418 augments on a Marine Air Ground Task Force and/or joint staff overseas. The Large Scale
419 Exercise will be an assessed Marine Air Ground Task Force exercise at the Marine
420 Expeditionary Brigade level composed of Marine Forces Reserve units from Force-level units
421 and all three major subordinate commands and an integrated Active and Reserve Component
422 headquarters. This aspect of the exercise is aimed at validating the Total Force approach with an
423 emphasis on interoperability of Active Component and Reserve Component Marine forces.

424 One of the most exciting areas where we continue to transform the depth and scope of our
425 training remains the cutting-edge arena of Training Simulation. We continue to maximize our
426 efficiencies by utilizing our training simulators wherever possible in order to preserve our fiscal
427 resources. Marine Forces Reserve continues to field several immersive complex digital video-
428 based training systems, complete with the sights, sounds and chaos of today's battlefield
429 environments. These systems are particularly important, considering the limited training time
430 and facilities available to our commanders. Last year, we completed the fielding and upgrading
431 of the Indoor Simulated Marksmanship Trainer-XP. These simulators make it possible for the
432 Marines to "employ" a variety of infantry weapons -- pistol through heavy machinegun -- in rifle
433 squad scenarios.

434 The Virtual Combat Convoy Trainer-Reconfigurable Vehicle System provides invaluable
435 pre-deployment training for the drivers of all makes and models of tactical vehicles. This trainer
436 provides various conditions of terrain, road, weather, visibility and vehicle condition as well as
437 various combat scenarios, which includes routine movement, ambush, and IED, among others.
438 The Virtual Combat Convoy Trainer-Reconfigurable Vehicle System is a mobile, trailer-
439 configured platform that utilizes a HMMWV mock-up, small arms, crew-served weapons, 360-
440 degree visual display with after-action review/instant replay capability. Incorporation of this
441 training system is attributed with saving countless lives in Iraq and Afghanistan, and upwards of
442 \$37 million a year in training dollars. We are now preparing to accept the fourth generation of
443 this system and have doubled student throughput.

444 The HMMWV Egress Assistance Trainer and the Mine-Resistant Armor Protected
445 (MRAP) Egress Trainer are mechanical simulation trainers that familiarize Marines with the
446 techniques and procedures to egress a HMMWV or a MRAP vehicle that has overturned. Both
447 Trainers are training tools that provide Marines with the opportunity to experience vehicle roll-
448 over conditions to enable them to rehearse actions and physically execute the steps necessary to
449 survive a vehicle rollover. These systems support the U.S. Central Command requirement for all
450 Marines to complete vehicle roll-over training prior to deploying to designated combat zones.

451 Language and culture training is available to all Marine Reservists and is delivered via a
452 variety of techniques from live instruction to portable media to web-based tutorials and
453 applications. Our Afghanistan culture training leverages academia, utilizes Afghan-American
454 expertise, and includes web-host detailed and tailored courses of instruction. These courses can

455 be accessed by any computer and have the added functionality of being i-Pod compatible to
456 download for transportability and accessibility by our Marines. We beta-tested our first Pashtu
457 language course for an infantry battalion that deployed to South Asia. This was an 18-week, 108-
458 hour course that was a webinar-linked program, which allowed geographically-separated
459 Marines and instructors to “meet” in a virtual classroom that consisted of using course-provided
460 computing systems. It was synonymous with the program Special Operations Command has
461 been running for a number of years. This course was directed to provide Pashtu language
462 capability down to the squad level with participants at the rank of lieutenant, sergeant, corporal
463 and below. In comparison to some of the resident training programs offered within the Joint and
464 larger DoD community, this course yielded better results on the proficiency exam. Additionally,
465 our Marines also participated in introductory Pashto immersion training, which was conducted in
466 five and eight-week blocks of instruction and was supported by the Partner Language Training
467 Center Europe (PLTCE) Garmisch, Germany, and the Language Acquisition Resource Center at
468 San Diego State University. Lastly, given that our Marines deploy throughout the globe, we
469 access a variety of other sources of language and cultural training, such as the Marine Corps’
470 Center for Advanced Operational Culture and Language, the Defense Language Institute, and
471 Regional Language Centers. Your continued support of these enhanced language and culture
472 learning opportunities critically enables our competence in the current fight in Afghanistan and
473 global Theater Security Cooperation requirements.

474 Lastly, Marine Forces Reserve has integrated safety programs in training to maximize
475 Force preservation. Of particular note is our Center for Safety Excellence aboard Naval Air
476 Station Joint Reserve Base New Orleans in Belle Chasse, La., where we address the current lead
477 cause of death of our personnel -- motor vehicle accidents. At the Center, personnel receive
478 training in the safe operation of their motor vehicles, which includes both cars and motorcycles.
479 I’m pleased to report that anecdotal evidence suggests this program was instrumental in the
480 reduction of fatal motorcycle mishaps by 33% from Fiscal Year 2010 to 2011. Coupling these
481 results with a renewed emphasis on personal responsibility, I directed leaders at all levels to
482 establish a culture among our personnel that promotes making responsible choices.

483 Responsible choices are the foundation of our Corps Values. In Calendar Year 2012,
484 Marine Forces Reserve implemented the Culture of Responsible Choices program, which is
485 really a change in mindset vice an actual new formal program. This mindset pertains to all

486 Marines and people in Marine Corps organizations who are asked to rethink how they do
487 business and conduct their lives to ensure their decisions lead to safe and healthy outcomes. The
488 Culture of Responsible Choices program emphasizes personal responsibility and accountability
489 for decision-making and behavior – not only within our fence lines and work centers but at
490 home, in leisure activities, and in our personal lives. The program addresses a wide range of
491 unhealthy and healthy human behaviors, such as alcohol misuse, drug use, tobacco use, physical
492 fitness, sound financial management, vigorous suicide prevention, effective sexual assault
493 response and prevention, and safe practices at work, at home, and on vacation. Alcohol misuse
494 is our first target. Anecdotal evidence suggests alcohol misuse has been the common
495 denominator for many poor choices and negative decision events across the behavioral health
496 spectrum.

497

498

499

500 *Facilities*

501 Marine Forces Reserve has facilities in 48 states, the District of Columbia, and Puerto
502 Rico. These facilities include 32 owned sites, 151 tenant locations, three family housing sites,
503 and a Marine barracks. Although some Reserve centers are located on major DoD bases and
504 National Guard compounds, many of our centers are openly located within civilian communities.
505 Therefore, the condition and appearance of our facilities informs the American people's
506 perception of the Marine Corps and the Armed Forces throughout the Nation. Our Facilities'
507 efforts focus on maintaining the physical resources to support ideal operational training that
508 enables Marine Forces Reserve to support Service and combatant command operational
509 requirements. The largest part of the budget for facilities is used to maintain the existing
510 physical plant at diverse sites.

511 Ninety-three of our 183 Reserve centers are more than 30 years old and 54 are more than
512 50 years old. Through recent increases in Marine Forces Reserve Facilities Sustainment,
513 Restoration, and Modernization (FSRM) support and \$39.9 million in American Recovery and
514 Reinvestment Act (ARRA) funding, we have improved the overall readiness of our facilities
515 inventory and corrected facility condition deficiencies. The FSRM funding was used to

516 complete more than 150 projects during Fiscal Year 2011. Eighty-four FSRM projects are
517 scheduled for Fiscal Year 2012. The ARRA funding was applied to 25 projects across 11 states,
518 which accomplished much needed repairs and renovations, while enhancing energy efficiency.
519 Eight of those ARRA projects are still under way. Projects funded by ARRA include upgrades
520 to meet antiterrorism force protection standards as well as building access compliance
521 requirements of the Americans with Disabilities Act of 1990.

522 The Base Realignment and Closure (BRAC) 2005 enabled us to consolidate and replace
523 Reserve centers across the country, which included replacement of 22 centers. Under BRAC
524 2005, Marine Forces Reserve executed 24 of the Marines Corps' 47 directed actions, and
525 successfully completed all its remaining relocations during Fiscal Year 2011. Of these 24 BRAC
526 actions, 21 were shared with Army and Navy military construction projects. Our BRAC plans
527 were tightly linked to those of other Services and government agencies as we developed
528 cooperative agreements to share Reserve centers and joint bases. Marine Forces Reserve units
529 are aboard eight of the 12 joint bases that were created under BRAC 2005. The
530 accomplishments of BRAC 2005 represent the largest movement and upgrade in memory for the
531 Marine Corps Reserve with 17 projects completed in 2011.

532 The Marine Corps' Military Construction - Naval Reserve (MCNR) construction program
533 focuses on new footprint and recapitalization of our aging facilities. The construction provided
534 by BRAC 2005 and the annual authorization of MCNR funding have been important factors in
535 moving Marine Forces Reserve forward in its facilities mission and taking our number of
536 inadequate or substandard-sized Reserve centers significantly below the 50 percent level.
537 Continued annual funding for our MCNR program will keep us moving in a positive direction,
538 which will enable Marine Forces Reserve to constantly improve the physical infrastructure that
539 supports and reinforces the mission readiness of our units.

540 To address the implementation of sustainable design principles, Marine Forces Reserve
541 has adopted the U.S. Green Building Council's (USGBC) LEED Green Building Rating System
542 for New Construction and Major Renovation. LEED is a performance-oriented system based on
543 accepted energy and environmental principles where credits are earned for satisfying criteria
544 designed to address specific environmental impacts inherent in the design, construction,
545 operations, and maintenance of buildings. During Fiscal Year 2011, we completed our first
546 LEED Silver-certified rehabilitation project in Baltimore, Md.

547 There are significant opportunities to improve the energy and water efficiency of Reserve
548 facilities and expand the use of renewable resources. During 2010 and 2011, we completed
549 energy assessments at our 32 owned sites and are implementing the recommendations from those
550 assessments, initially targeting the sites that are the biggest energy users nationally. In addition,
551 we have a contract in place and are well on our way to having advanced meters installed at our
552 32 owned Reserve centers across the country to measure building electrical usage and are on
553 track for completion by the Oct. 1, 2012, deadline. Since 2010, eight solar/photovoltaic energy
554 and lighting projects have been completed at Reserve centers in California and Louisiana, and
555 we have three more projects scheduled for completion during Fiscal Year 2012. The 225kw
556 Louisiana project that was completed in August 2011 is the largest photovoltaic project in state
557 history. Four small wind turbines are scheduled for construction in Fiscal Year 2012 with at
558 least three more planned for Fiscal Year 2013. Our investment in these technologies provides
559 energy security, efficiency, and cost avoidance for our geographically-dispersed sites.

560 Our environmental program continues to excel. I consider environmental compliance a
561 priority for the command, and reinforce environmental compliance by directing continual
562 training for our Marines and Sailors at each unit and site. Furthermore, our environmental
563 program supports our FSRM and MCNR programs by ensuring compliance with the National
564 Environmental Protection Act for each project and action.

565 Of special note this year is the movement of my headquarters and consolidation of our
566 major subordinate commands in New Orleans. This unique BRAC project, which integrated
567 state, local and federal efforts, was completed on time. The State of Louisiana provided
568 construction dollars for the new headquarters facility, saving the Federal Government more than
569 \$130 million. The Department of the Navy provided the interior furnishings, information
570 technology, and security infrastructure. This building incorporates multiple energy and
571 environmentally-friendly processes that meet LEED-certifiable standards. We were assisted by
572 Department of Energy's Federal Energy Management Program in identifying future projects for
573 maximizing the sustainability and energy efficiencies of the buildings and the compound. This
574 building and its surrounding acreage is the newest Marine Corps Installation: Marine Corps
575 Support Facility, New Orleans.

576 Lastly, implementation of the Force Structure Review provides an opportunity to better
577 align mission changes with facilities infrastructure capabilities. As the process moves forward,

578 the total impacts will be analyzed to gain efficiencies and reduce the backlog of unfunded
579 MCNR projects, allowing targeted investment in those sites that provide the best operational
580 return on investment.

581

582 ***Health Services and Behavioral Health***

583 Our Marines, Sailors and their families remain our highest priority. Therefore, we remain
584 keenly attentive to their health and resiliency. During dwell, our health services priority is to
585 attain and maintain the DoD goal of 75 percent "Fully Medically Ready." In Fiscal Year 2011,
586 Marine Forces Reserve individual medical and dental readiness rates were 56 percent and 83
587 percent respectively. We are aggressively working to improve the medical readiness of the
588 Force to achieve the goal of 75 percent "Fully Medically Ready."

589 Healthcare for the Reserve Component integrates many diverse programs across the
590 spectrum of the deployment cycle -- pre-mobilization, deployment and post-deployment -- and is
591 categorized into two areas: unit medical readiness and behavioral health. Unit medical readiness
592 programs include the Reserve Health Readiness Program and TRICARE Reserve Select.
593 Behavioral health programs include the Post Deployment Health Reassessment and the
594 Psychological Health Outreach Program.

595 The Reserve Health Readiness Program is the cornerstone for individual medical and
596 dental readiness. This program funds contracted medical and dental specialists to provide health
597 care services to units not supported by a military treatment facility. During Fiscal Year 2011, the
598 Reserve Health Readiness Program performed 12,398 Periodic Health Assessments, 781 Post-
599 Deployment Health Reassessments, and 7,685 Dental Procedures. TRICARE Reserve Select, a
600 premium-based health care plan, is also available to our Marines, Sailors and their families.

601 Behavioral health has increasingly become an integral part of medical readiness over the
602 past few years. Navy medicine continues to address this complex issue through various
603 independent contracted programs, such as the Post Deployment Health Reassessment and the
604 Psychological Health Outreach Program. The Post Deployment Health Reassessment identifies
605 health issues with specific emphasis on mental health concerns, which may have emerged since
606 returning from deployment. The Psychological Health Outreach Program addresses post-
607 deployment behavioral health concerns through a referral and tracking process. These programs

608 have proven effective in the overall management of identifying those Marines and Sailors who
609 need behavioral health assistance and have provided an avenue to those service members who
610 seek behavioral health assistance.

611 The Commandant of the Marine Corps directed that we more fully integrate behavioral
612 health services to help reduce redundancies and ultimately improve the overall quality and access
613 to care. The Marine Corps integrated its behavioral health programs in order to provide an
614 integrated service delivery of innovative, evidence-based practices to commanders, service
615 members, and their families. This service delivery will be woven into the larger support network
616 of our command structures and health and human services across the Marine Corps to better
617 build resilience and strengthen Marines and families. This efficiency initiative successfully
618 integrates our Combat and Operational Stress Control, Suicide Prevention, Sexual Assault
619 Prevention and Response, Substance Abuse Prevention, and Family Advocacy Programs and will
620 be instrumental in synchronizing our prevention efforts. In regard to Combat and Operational
621 Stress Control, training for leaders on this program was incorporated throughout Marine Forces
622 Reserve at all levels. The training provides knowledge, skills, and tools required to assist
623 commanders to prevent, identify, and manage combat and operational stress concerns as early as
624 possible. This training is provided to service members of units that are deploying for more than
625 90 days during pre-deployment training.

626 Given that the signs of operational and combat stress and suicide can manifest long after
627 a service member returns home from deployment, there are unique challenges posed for
628 Reservists who can be isolated from the daily support network inherent in one's unit and vital
629 medical care. Encouraging Marines to acknowledge and vocalize mental health issues is also a
630 ubiquitous challenge facing our commanders. We are actively combating the stigma associated
631 with mental health care through the immersion of key programs in the demobilization and
632 reintegration processes of our Reserve Marines following deployment, such as the Yellow
633 Ribbon Reintegration Program. Your continued support of these programs is greatly
634 appreciated.

635 There are six suicide prevention initiatives that we leverage for our Reserve Marines and
636 Sailors: 1) In-theater Assessment. Reservists who exhibit or are struggling with clinically
637 significant issues should be seen by competent medical authorities and evaluated for post-
638 deployment treatment with follow-up decisions made prior to their return home; 2) Post

639 Deployment Health Reassessment (PDHRA). It is important that if any issues emerge during the
640 Reservist's Post Deployment Health Reassessment that they are immediately evaluated and
641 referred for treatment by the clinician interviewer. This includes referral recommendations
642 based on the available local resources, such as the Veterans Administration, MilitaryOneSource,
643 or private mental health providers; 3) Psychological Health Outreach Program (PHOP). I
644 enthusiastically recommend continued delivery of the PHOP, which is an essential program for
645 treatment referral and follow up to ensure they are receiving the appropriate behavioral health
646 services; 4) Care Management Teams. This suicide prevention initiative includes the Veterans
647 Administration's OIF/OEF care management teams that are a readily available resource for our
648 Reservists. The VA assigns a Primary Care manager, who is responsible for referral and follow-
649 up, to any Reservist who has a health care issue; 5) Never Leave a Marine Behind (NLMB)
650 Suicide Prevention Course. We continue to implement the Marine Corps' Junior Marine, Non-
651 Commissioned Officer, Staff Non-Commissioned officer, and Officer modules of the Never
652 Leave a Marine Behind Suicide Prevention Course. The NLMB series provides the best skills
653 and tools available to Marines, Sailors, and their leaders so that they can better cope with the
654 challenges of combat and the rigors of life both deployed and in garrison. Marine Forces
655 Reserve has trained hundreds of Marines who can deliver the Course at more than 130 different
656 Reserve sites around the country; and 6) Telemedicine. Telemedicine initiatives enable us to
657 ensure there are effective mechanisms available to identify Reservists in need and a way to treat
658 those who may sometimes be geographically isolated from the TRICARE networks.

659 Additionally, any Reservist and their family can access Marine Corps installations
660 behavioral health programs through Marine Corps Community Services programming while they
661 are on any type of active duty orders. When they are not on active duty orders,
662 MilitaryOneSource provides counseling, resources and support to Reserve service members and
663 their families anywhere in the world. The DSTRESS Line will also be available to all Reserve
664 Marines, Sailors, and family members. The DSTRESS Line is a by-Marine-for-Marine
665 anonymous counseling and referral line, manned by veteran Marines and licensed behavioral
666 health counselors who have been specifically trained in Marine Corps culture and ethos. Its
667 mission is to foster resilience and build coping skills and includes a website with chat capability
668 and interactive resource directory.

669 Another resource Marine Forces Reserve utilizes to ensure the health and resiliency of
670 our Marines, Sailors, and their families is our Chaplain Corps, which is composed of Active and
671 Reserve Component chaplains. Specifically, my chaplains deliver the Chaplain Religious
672 Enrichment Development Operations (CREDO) Marriage Enrichment Retreats, which focuses
673 on strengthening the wellness of the Force by addressing the stressors on a marriage that may
674 result from military service. That is, these retreats offer an opportunity for Marines and Sailors
675 throughout our 183 Reserve centers to enrich and enhance their marriage in the presence of high
676 operational deployment cycles and the corresponding challenges that may ensue due to family
677 separation. During Fiscal Year 2011, 166 couples participated in these retreats. Anecdotal
678 evidence suggests that these retreats were effective in strengthening their marriages, which in
679 turn, enhanced the readiness of our Force.

680 Sexual Assault Prevention and Response (SAPR) continues to be a priority throughout
681 the Force. A Force-wide 24/7 Help Line is available to Reserve and Active Component service
682 members. The Help Line is staffed by Marines who are trained to discretely respond to victims
683 of sexual assault and refer them to services available throughout the United States. The Help
684 Line is periodically assessed by my SAPR office, as well as Headquarters Marine Corps and the
685 Naval Audit office for process improvement. Every Marine Reserve center has a Uniformed
686 Victim Advocate (UVA) who is readily available to assist a victim whenever necessary.
687 Developing a functional 24/7 response in the Reserves has required that our leaders research and
688 develop relationships with other military and civilian behavioral health resources. Accordingly,
689 many of the site's UVAs have created networks with Rape Crisis centers in their local areas in
690 order to provide the best care available to victims whenever required. Sexual assault prevention
691 and response training has been updated and includes the "Take A Stand" video-based, bystander
692 intervention curriculum. This three-hour annual training requirement began in January and is
693 mandatory for all non-commissioned officers. The objectives of the course are to reduce the
694 number of sexual assaults and to increase reporting. The course stresses the responsibility of
695 non-commissioned officers to one another, as well as to one of the Marine Corps' most at-risk
696 populations – junior Marines. "Take A Stand" also stresses the importance of stepping in to
697 prevent sexual assault through bystander intervention. Similar training will be provided to all
698 ranks during Fiscal Years 2013 and 2014. The command climate within Marine Forces Reserve
699 and throughout the Marine Corps fully supports sustaining an environment where sexual assault

700 is not tolerated in any capacity on any level, which is essential in eradicating interpersonal
701 violence from the Marine Corps.

702

703 *Quality of Life*

704 We are devoted to ensuring an appropriate balance and effective performance of our
705 quality of life programs and services to ensure our programs and services meet the needs and
706 expectations of our active duty personnel and Reservists, including those Reserve service
707 members in the Individual Ready Reserve (IRR). In doing so, we continue to operate Family
708 Readiness Programs, revitalize services, and proactively reach out to and keep faith with our
709 Marines, Sailors, and their families.

710 To meet the challenge of deployments, and to maintain a constant state of readiness, the
711 Marine Corps continues to enhance family support through our full-time Family Readiness
712 Officer (FRO) program. This program is staffed by either civilians or active-duty Marines and
713 collateral duty uniformed Deputy FROs at the battalion/squadron level and above. Additionally,
714 modern communication technologies, such as the recently launched e-Marine website, expanded
715 our ability to better inform and empower family members -- spouses, children and parents – who
716 often have little routine contact with the Marine Corps and oftentimes live considerable distances
717 from large military support facilities.

718 We fully recognize the strategic role our families have in mission readiness, particularly
719 mobilization preparedness. We prepare our families for day-to-day military life and the
720 deployment cycle by providing pre-deployment, deployment, post-deployment, and follow-on
721 educational opportunities at unit Family Days, Pre-Deployment Briefs, Return and Reunion
722 Briefs, and Post-Deployment Briefs. This is accomplished through unit-level Family Readiness
723 programs that are the responsibility of the local commanding officer, and is managed by the full-
724 time, non-deploying FRO who is supported by trained volunteers and Force-level programs that
725 are provided by a professional staff at Marine Corps Family Team Building (MCFTB).

726 The MCFTB programs provide educational resources and services to foster personal
727 growth and enhance the readiness of Marine Corps families. The program's core training is
728 available to Marines and their families and consists of Readiness and Deployment Support
729 (RDST); Family Readiness Program Training (FRPT); Lifestyle Insights, Networking,

730 Knowledge, and Skills (L.I.N.K.S.); and LifeSkills. During Fiscal Year 2011, 176 MCFTB
731 training events were conducted across the United States at various Marine Corps Reserve units,
732 which resulted in 7,710 Marines, Sailors and family members receiving critical and vital
733 information and support.

734 The goals of RDST and FRPT are to prepare Marines, Sailors, and their families for the
735 unique challenges of deployment, in addition to maintaining a constant state of readiness
736 independent of deployment. Each Marine Corps installation and Marine Forces Reserve are
737 staffed with trainers who coordinate and deliver program trainings, pre-, mid-, and post-
738 deployment briefs and support at the unit level for service members and their families.

739 The L.I.N.K.S. program is a training and mentoring program designed by Marine spouses
740 to help participants thrive in the military lifestyle and adapt to challenges, which includes those
741 challenges that are presented by deployments. The program offers an orientation to the Marine
742 Corps lifestyle by helping spouses, Marines, children, teens, parents and extended family
743 members understand and adapt to the unique challenges that military life often presents.

744 The objective of our LifeSkills training and education initiatives is to offer an opportunity
745 for our Marines, Sailors, and their families to grow both personally and professionally by
746 participating in workshops that cover a broad spectrum of life competencies in areas such as
747 communication, relationships, and wellness. Online versions of all MCFTB trainings are slated
748 to be available this year, which should make these valuable tools more readily accessible to
749 families of our geographically-dispersed service members who are not in close proximity to
750 Marine Corps installations.

751 The Marine Forces Reserve Lifelong Learning Program continues to provide educational
752 information to service members, families, retirees, and civilian employees. More than 1,700
753 Marine Forces Reserve personnel (Active and Reserve Component) enjoyed the benefit of tuition
754 assistance, utilizing more than \$4.5 million that funded more than 5,500 courses during Fiscal
755 Year 2011. Tuition assistance greatly eases the financial burden of education for our service
756 members while enabling them to maintain progress toward their education goals. Additionally,
757 our partnership with tutor.com offers our Marines, Sailors and their families access to 24/7 no-
758 cost, live online tutoring services for K-12 students, college students, and adult learners.

759 Our Semper Fit program is fully engaged to deliver quality, results-based education and
760 conditioning protocols for our Marines and Sailors. The program includes hands-on strength

761 and conditioning courses, online physical fitness tools and recorded webinars, and instruction on
762 injury prevention, nutrition and weight management. Our Marines' and Sailors' quality of life is
763 also increased through various stress management and *esprit de corps* activities, such as unit
764 outings and participation in competitive events. These programs are key to unit cohesion,
765 camaraderie, and motivation. Also, through the DoD contract with the Armed Services YMCA,
766 the families of our deployed Reservists enjoy complimentary fitness memberships at
767 participating YMCA's throughout the United States and Puerto Rico. Our active-duty Marines
768 and their families located at independent duty stations have the ability to access these services as
769 well.

770 The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and
771 the National Association for Child Care Resources and Referral Agencies (NACCRRA)
772 continues to provide a great resource for service members and their families in selecting child
773 care, before, during, and after a deployment in support of overseas contingency operations and
774 planned deployments. The Boys and Girls Clubs of America provide outstanding programs for
775 our Reservists' children between the ages of six and 18 after school and on the weekends. Under
776 our agreement with BGCA, Reserve families can participate in more than 40 programs at no
777 cost. Our off-base child care subsidy program helps families of our Reservists locate affordable
778 child care that is comparable to high-quality, on-base, military-operated programs. This program
779 provides child care subsidies at quality child care providers for our Reservists who are deployed
780 in support of overseas contingency operations and for those active-duty Marines who are
781 stationed in regions that are geographically separated from military bases and stations.
782 Additionally, our Marine families (Active and Reserve) who are enrolled in the Exceptional
783 Family Member Program are offered up to 40 hours of free respite care per month for each
784 exceptional family member. This allows our families the comfort that their family member will
785 be taken care of when they are in need of assistance.

786 Marine Forces Reserve has fully implemented the Yellow Ribbon Reintegration Program
787 at each of the five stages of deployment to better prepare our service members and their families
788 for activation and return to civilian life after mobilization. During Fiscal Year 2011, we took
789 proactive steps to maximize participation while minimizing costs by hosting Yellow Ribbon
790 Reintegration events at Reserve centers. This step lowered the average cost per participant to
791 \$340.00 per training session and I anticipate additional cost savings this fiscal year because of

792 these efforts. More importantly, this enables our units to proactively plan around the operational
793 and unique individual needs of their Marines, Sailors, and families in addition to keeping unit
794 leadership in the forefront of the issues that affect their service members. In Fiscal Year 2011,
795 we executed 155 events in which 6,264 service members – including Marines in the Individual
796 Ready Reserve -- 2,399 family members, and 3,673 non-dependant family members and/or
797 designated representatives participated for a total of 12,366 persons served by our program.
798 Additionally, we are particularly supportive of Military OneSource, which provides our Marines,
799 Sailors, and their families with an around-the-clock information and referral service via toll-free
800 telephone and internet access on subjects such as parenting, childcare, education, finances, legal
801 issues, deployment, crisis support, and relocation. Your support of these programs enables
802 Marine Forces Reserve to keep faith with our service members and their families.

803 Managed Health Network (MHN) is an OSD-contracted support resource that provides
804 surge augmentation counselors for our base counseling centers and primary support at sites
805 around the country to address catastrophic requirements. This unique program is designed to
806 bring counselors on-site at Reserve centers to support all phases of the deployment cycle.
807 Follow-up services are scheduled after service members return from combat at various intervals
808 to facilitate on-site individual and group counseling.

809 Marines, Sailors and their families, who sacrifice so much for our Nation's defense,
810 should not be asked to sacrifice quality of life. We remain a forceful advocate for these
811 programs and services and continue to transition and align our programs and services to meet
812 current and future challenges. The combined effect of these programs is critical to the readiness
813 and retention of our Marines, Sailors, and their families, and your continued support of these
814 programs is greatly appreciated.

815

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

817 The non-medical needs of our wounded, ill, and injured (WII) Marines and their families
818 can be extensive and vary in type and intensity depending upon the phase of recovery. There is
819 no “one size fits all” approach to WII care. The Marine Corps’ Wounded Warrior Regiment
820 (WWR) strives to ensure there is one standard of care for all WII Marines – whether they are
821 Active Component or Reserve Component. The WWR holds high levels of subject matter
822 expertise with regard to the unique challenges faced by Marine Reservists and has set up

823 component of care accordingly. For example, the WWR has dedicated staff -- the Reserve
824 Medical Entitlements Determinations Section -- to specifically maintain oversight of all cases of
825 Reservists who require medical care beyond their contract period for service-connected ailments.
826 Additionally, the WWR has Recovery Care Coordinators who provide one-on-one transition
827 support and resource identification required to support WII Reservists and families who are often
828 living in remote and isolated locations away from the support resident on bases and stations.
829 Another significant support component of the WWR that makes a positive difference in the lives
830 of our WII Reservists is the Sgt. Merlin German Wounded Warrior Call Center. This 24/7 Call
831 Center provides support on numerous issues that includes referral for psychological health
832 matters, pay and entitlement questions, financial assistance resources, awards, and information
833 on benevolent organizations. The WWR also uses the Sgt. Merlin German Wounded Warrior
834 Call Center to conduct important outreach calls to various populations to check on their well-
835 being and update them on changes in benefits and entitlements. Finally, the WWR has District
836 Injured Support Coordinators (DISCs) – geographically-dispersed Mobilized Marine Reservists -
837 - who assist Reserve Marines throughout the country, which includes face-to-face contact.

838

839 ***Conclusion***

840 Marine Forces Reserve is well-positioned to be the Force of Choice for augmentation to
841 the active component, reinforcement for Service priorities, and sustainment as a relevant force
842 now and for the future. Aligned with the middle weight force of America's Expeditionary Force
843 in Readiness, Marine Forces Reserve provides options to active component leaders and
844 combatant commanders, from being ready for immediate use in support of disaster relief to
845 providing strategic depth through sustained augmentation for major contingency operations. We
846 live in a world of increasingly complex security challenges and uncertainty. Marine Forces
847 Reserve is a learning organization that has institutionalized training, personnel management and
848 the Force Generation process to effectively and efficiently mobilize and deploy combat ready
849 forces. We are well-postured to meet the current operational requirements and rapidly respond to
850 future emergent contingencies. Your continued unwavering support of the Marine Corps
851 Reserve and its associated programs enables our Marines and Sailors to professionally and
852 competently perform in an operational capacity and is greatly appreciated. Semper Fidelis.