

NOT FOR PUBLICATION  
UNTIL RELEASED BY THE  
SENATE ARMED SERVICES COMMITTEE

STATEMENT OF  
LIEUTENANT GENERAL JOHN F. KELLY  
UNITED STATES MARINE CORPS  
COMMANDER, MARINE FORCES RESERVE  
AND MARINE FORCES NORTH  
BEFORE THE  
SENATE ARMED SERVICES COMMITTEE  
SUBCOMMITTEE ON PERSONNEL  
ON  
MAY 12, 2010

NOT FOR PUBLICATION  
UNTIL RELEASED BY THE  
SENATE ARMED SERVICES COMMITTEE

Chairman Webb, Ranking Member Graham and distinguished Members of the Subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve.

I assumed command of Marine Forces Reserve (MFR) and Marine Forces North (MFN) in October of last year; however, these past months have by no means been my first experience with the Reserve Component (RC). Over my many years as a Marine, but particularly over the course of three tours totaling nearly three years in Iraq, I have served with and fought alongside Marine Reservists and know first hand the mettle of these men and women. My appearance here today represents my first opportunity to share with you my assessment of these tremendous Marines, and to outline my priorities for the Force going forward and as we work toward a better, more complete understanding of what the Operational Reserve means for the defense of the nation and in the support of our international partners.

First and foremost Marine Forces Reserve continues to be an integral element of the Marine Corps' "Total Force." We share the culture of deployment and expeditionary mindset that has dominated Marine Corps culture, ethos and thinking since our beginning more than two centuries ago. All Marines stand eternally ready to answer the Nation's 911 call and as our charter requires, is to "be most ready when the Nation is least ready." The Reserve Component is trained, organized and equipped in the same way the active forces are, and consequently we are interchangeable and forever leaning forward to deploy as the Nation requires. The Commandant of the Marine Corps recently stated that Marine Forces Reserve can be "whatever the Nation needs it to be," an operational or a strategic reserve. Sustained combat operations and worldwide theater security cooperation and training commitments over the last nine years more than suggest the essential need for the Reserves to continue focusing at the operational vice strategic end of the continuum. Indeed, in the just-published United States Marine Corps Service Campaign Plan 2009-2015, Marine Forces Reserve is tasked no less than five times to train, organize and equip for participation as an "operational reserve" within the Corps' Total Force. The Marines themselves, most of whom came to the Nation's colors after 9/11 and have deployed deep into harms way, prefer this model and do not desire to assume lives as so called "weekend warriors." This high level of flexibility, responsiveness and élan is only possible by the ever deepening bench of combat tested and uniquely qualified citizen "Soldiers of the Sea." I am humbled daily by my interactions with these magnificent young Americans. Like their active duty brothers and sisters they sacrifice so much of their time, and so much of themselves, to

protect and serve this Nation. The way they balance their family responsibilities, and civilian lives and occupations—and still stay Marine—amazes me. They do it with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines of every generation. They continue to affirm the Commandant's conviction that today's Marines are cut from the same cloth as those who fought conspicuously upon the battlefields of our Corps' long history.

## **I. TODAY'S MARINE CORPS RESERVE**

The Commandant has said the Marine Corps Reserve will be whatever the Nation needs it to be. In the last decade, the nation has needed its Marine Reserves to be continuously engaged in combat operations in Iraq and Afghanistan and in regional security cooperation and crisis prevention activities. This tempo has built a momentum among our warfighters and a depth of experience throughout the ranks that is unprecedented in generations. The Marine Corps Service Campaign Plan calls for the employment of an operational reserve no less than 5 times. Understanding that we are fighting a transnational enemy and that partner nations will continue to seek our training and mentoring capabilities, I expect our Marine Reservists to be in great demand during the coming years in a sustained manner. We are prepared to provide that persistent capacity. Our Commandant has further stated that Marines, Active or Reserve Component, join the Marine Corps to do the things they are now doing - deploying and winning our nation's battles. The nature of the fight in Afghanistan for instance, is particularly suited to our Marine Reserves. It is a thinking man's fight that requires solutions at the grassroots level, where our Marines operate best, among the population, as evidenced by our combat prowess in Iraq and humanitarian assistance today in Haiti. Our successes in Iraq were hastened by the types of individuals we have in our ranks, who were utilizing civilian skills in ways not necessarily anticipated, but ultimately pivotal to the success in Al Anbar. That maturity, creativity and confidence is what an Operational Reserve brings to the fight. Your Marine Corps Reserve is more highly trained, capable, and battle-tested than at any time since the Korean War. As an integral part of the Total Force Marine Corps, it blends seamlessly into the gaining force regardless of whether Marines come as individual augments, detachments, or as operational units.

As of January 31, 2010, more than fifty four thousand Reserve Marines have executed over seventy thousand mobilizations in support of Overseas Contingency Operations (OCO)

since September 11, 2001. The vast majority of these Marines deployed to the U.S. Central Command area of responsibility. One-hundred percent of Marine Corps Reserve units at the battalion and squadron level have either been activated in their entirety or activated task-organized detachments. Again, the vast majority deployed to the U.S. Central Command area of responsibility. Without going into too many specifics, four thousand Marines and sailors—citizens from Texas, California, Missouri, Nevada, Utah, Maryland and Virginia—from the 4<sup>th</sup> Marine Division deployed to both war zones and went a long way to achieving success in al Anbar Province, Iraq and training security forces in Afghanistan. Thousands of other Division Marines also deployed in support of Combatant Commander Theater Security Cooperation initiatives to South America, Eastern Europe, Asia, Africa, Australia, and various Pacific island nations. This year will be no different with exercises planned for Norway, Peru, Belize, Uganda, Estonia and Morocco, and again in various nations in Asia and the Pacific islands.

Our Reserve aviators of the 4<sup>th</sup> Marine Aircraft Wing are no less busy supporting Marine and joint training requirements here in the United States, as well as deploying fighter and helicopter squadrons to the war zones and Horn of Africa, and supporting Combatant Commander initiatives across the globe as well. Of particular note the Total Force Marine Corps has had to rely heavily on the 4<sup>th</sup> Marine Aircraft Wing in support of the Marine Corps Aviation Transition Strategy. Modernizing from, in some cases, forty plus year-old legacy aviation systems, to the leap ahead capabilities inherent in the V-22 “Osprey” and the Joint Strike Fighter, we have had to temporarily transfer manpower, airframe, and support structure to the active component. Beginning in 2014, Marine Forces Reserve will commence the process of transitioning to the new systems and capabilities, but in the mean time is in total support of the overall Total Force modernization efforts.

The third Major Subordinate Command of the Reserve Component is 4<sup>th</sup> Marine Logistics Group. Anyone who understands the Marine Air Ground Task Force (MAGTF) concept knows full well the ground fighters of the Division, and aviators of the Wing, go nowhere without the logistics professionals in the Group. In addition to service in both wars, and every one of the fifty seven events—large and small—that have contributed so mightily to all the Combatant Commanders’ efforts across the globe, there were two special endeavors I want to highlight. The first was the command element’s service as operational logistic providers in the Korean Theater last April during exercise KEY RESOLVE, made necessary by a dearth of joint

logistics capability due to the demands of Iraq and Afghanistan, and particularly the additional expeditionary demands of transitioning Marine forces in large numbers out of Iraq and into Afghanistan. The second is the increased support provided to various Maritime Prepositioning Exercises, again made necessary by wartime demands experienced by the Total Force.

Unique inside the Marine Corps is the Mobilization Command (MOBCOM), of Marine Forces Reserve. As the increased use of the Individual Ready Reserve (IRR) has grown over the last several years, so too has the workload of Mobilization Command. During the last fiscal year, more than nine hundred sets of mobilization orders were issued with a total of 653 IRR Marines reporting for activation. MOBCOM also processed more than 9400 sets of shorter duration orders. Mobilization Command developed and participated in family readiness programs that are particularly difficult within the IRR construct. Initiatives like the Congressionally-mandated “Yellow Ribbon Programs” seek to provide support to families from initial call up through return and demobilization. Additionally, Mobilization Command conducted regional IRR musters, often partnering with other government agencies like the Department of Veterans Affairs, to maintain required annual contact with Marines once they have left active service but still “owe” the Nation reserve time.

Let me touch again on one of the important planning mechanisms for an Operational Reserve. Our Force Generation Model, developed and implemented in October 2006, continues to provide long-term and essential predictability of future activations and deployments. The Model provides my Marines, their families, and just as importantly their employers, the capability to plan their lives five or more years out. It enables them to strike the critical balance between family, civilian career, and service to the Nation, while allowing employers time to manage the loss of valued employees. The Force Generation Model also assists service and joint force planners in maintaining a consistent and predictable flow of fully capable Marine Corps Reserve units. Internal to the Marine Corps this flow of fully trained and capable Reserve units has proven essential in reaching the Secretary of Defense established target of a 1:2 dwell for our Active Component. The Model is a relatively simple management tool based on one-year activations, to four-plus years in a non-activated status. This makes continued programmed utilization of the Reserve Component sustainable at 1:5 over the long term and supports the momentum about which I spoke in my introduction.

Predictable activation dates, mission assignments and geographical destination years out now permits me to orient training on core mission requirements early in the dwell period, then transitioning training focus to specific mission tasks once the unit is 12-18 months from activation.

In each of the past three years, between the wars in the Middle East and South Asia, and theater security cooperation activities to include mobile training teams conducting “Phase Zero” operations, nearly one-third of our 39,600 Marines have deployed outside the continental United States both in an activated and non-activated status. In Fiscal Year 2009 alone, 7500 Marines were activated and deployed in support of the war in Iraq and Afghanistan, and an additional 5800 were sent overseas to many locations on several continents in support of joint and combined theater security cooperation exercises.

For the second year in a row Marine Forces Reserve stateside will sponsor exercise “Javelin Thrust” in June focusing on Marine Air-Ground Task Force (MAGTF) core competency training. The scenario of this year’s event is tailored to the current operating environment, and participating units have been identified consistent with their future deployment schedule as defined by the Force Generation Model. The end state of the exercise (Javelin Thrust) is that the headquarters staffs of the participating organizations (regiments, aircraft groups, battalions, and squadrons) are prepared for activation and are provided an in-depth roadmap to guide future pre-activation training. Additionally, individuals serving on those staffs will receive training allowing them to take their place as individual augments on a MAGTF or joint staff overseas, while other individuals in those units will be prepared for activation and the conduct of pre-deployment training. Last year’s Javelin Thrust was the first large scale MAGTF exercise involving all three Major Subordinate Commands (Division, Wing and Marine Logistics Group) in six years. The 2009 distributed operations Afghan scenario also allowed other Department of Defense agencies to participate and to test advanced technologies and transformational concepts. This year’s exercise will also be conducted aboard installations throughout the Western United States with both virtual and real world aspects to the exercise.

## **II. PERSONNEL**

The Selected Marine Corps Reserve is comprised of Marines in reserve units, those in Active Reserve status, Individual Mobilization Augmentees, and those in initial training. When taken

together, these various categories of Marines form the inventory of the 39,600 authorized end strength in the Selected Marine Corps Reserve.

Although we continue to enjoy strong volunteerism there has recently been some slight degradation in our ability to maintain authorized end strength. We were above 100 percent of our authorized end strength during Fiscal Years 2002-2005. There was a very slight drop to 99.71 percent in Fiscal Year 2006. In Fiscal Years 2007 and 2008 percentages of authorized end strength dropped to 97.36 and 94.76 percent—shortfalls of 1,044 and 2,077 individuals—respectively. This past fiscal year (2009), end strength improved to 97.25 percent. This is within the mandated three percent of authorization. When the 138 Marines who had served on active duty for more than three of the last four years were taken into account, our shortfall increased to 3.1 percent (1,228). The dip below authorized strength experienced in 2007 and 2008 was predicted at the time due in large measure to the pressure put on the recruiting and retention of individuals to serve in the active force as the Marine Corps built to 202,000 active duty Marines. Now that the 202,000 goal has been met and surpassed well ahead of schedule, we are now institutionally focusing on Reserve recruiting and retention efforts to maintain required Reserve Component end strength. For Fiscal Year 2010, we project an end strength of 39,266, a shortfall of less than one percent (prior to accounting for Marines who have served on active duty for more than three of the last four years). The bonus and incentive programs that you provide for recruiting and retention will remain essential tools to continue achieving this goal.

The Total Force Marine Corps will undoubtedly continue to rely heavily upon augmentation and reinforcement provided by Marine Forces Reserve. I believe our authorized end strength of 39,600 is still an appropriate number and will consequently drive recruiting and retention. This number provides us with the Marines we require to support the Force, and achieve the Commandant's goal of a 1:5 deployment-to-dwell ratio in the Selected Marine Corps Reserve.

The Marine Corps – Navy Reserve Team is as strong as ever. In the past year the Navy ensured Marine Reserve units were fully manned and supported with Program 9 (US Navy personnel in support of Marine Forces) and HSAP (Health Service Augmentation Program) personnel during all phases of the deployment (pre, operational, post). More 500 Navy personnel were sourced to staff Marine Forces Reserve units deploying to Iraq and Afghanistan,

as well as numerous joint/combined exercises. These individuals focused almost entirely on providing medical, dental and religious services. The Navy Mobilization Office works with my headquarters, as well as with the four major subordinate commands, sourcing one hundred percent of all requirements. As the demand increases throughout the forces, Program 9/HSAP support commands a high level of attention to fulfill not only Marine Corps missions, but Army and Navy missions as well. I am confident this process will continue ensuring Marine Forces Reserve units are supported with qualified Program 9 and HSAP personnel to accomplish the mission.

The Marine Corps is unique in that all recruiting efforts—officer, enlisted, Active and Reserve Component, and prior-service—fall under the direction of the Commanding General, Marine Corps Recruiting Command. This approach provides tremendous flexibility and unity of command in annually achieving Total Force recruiting objectives. Like the Active Component, Marine Corps Reserve units rely primarily upon a first-term enlisted force. Recruiting Command achieved 100 percent of its recruiting goal for non-prior service recruiting (4,235) and prior service recruiting (4,501) in Fiscal Year 2008. It also exceeded its recruiting goal for non-prior service recruiting (5,296) and exceeded 100 percent of its goal for enlisted prior service recruiting (3,862) during Fiscal Year 2009. As of January 31, 2010, 2,359 non-prior service and 1,397 enlisted prior service Marines have been accessed, reflecting forty six percent of the annual enlisted recruiting mission for the Selected Marine Corps Reserve. We fully expect to meet our Selected Marine Corps Reserve recruiting goals again this year.

The Selected Marine Corps Reserve Affiliation Involuntary Activation Deferment Policy was implemented during June 2006. The policy allows a Marine who has recently completed a deployment with an active unit an option for a two-year deferment from involuntary activation if they join a Selected Marine Corps Reserve once they leave active duty. The intent of the two-year involuntary deferment is to allow transitioning Marines the opportunity to participate in the Selected Marine Corps Reserve, while at the same time giving them a break and an opportunity to start the process of building their new civilian career.

Officer recruiting remains our most challenging area. Historically, the Active Component has been the exclusive source of lieutenants and captains for the Reserves. This arrangement has paid tremendous dividends. Responding to the critical challenge of manning

the Reserves with quality company grade officers, we have implemented three commissioning initiatives that focus exclusively on officer accessions for the Reserve Component: Reserve Enlisted Commissioning Program (expanded to qualified active duty enlisted Marines as well); Meritorious Commissioning Program – Reserve (open to individuals of either component holding an Associates Degree or equivalent in semester hours); Officer Candidate Course – Reserve (OCC-R). Since 2004 these three programs have produced a total of 190 lieutenants for the Reserves with OCC-R being the most successful of the three, producing 161 officers. The program focuses on ground billets with an emphasis on ground combat and combat service support and within specific Reserve units that are scheduled for mobilization. The priority to man units with these officers is once again tied to the Force Generation Model.

All commanders and senior enlisted leaders across the force are tasked to retain quality Marines through example, information and retention programs, and mentoring. This takes place across the Marine experience and not just in the final days of a Marine’s contract. For those approaching the end of their current contracts—Active or Reserve Component—they receive more focused counseling on the tangible and intangible aspects of remaining associated with, or joining, the Selected Marine Corps Reserve.

With the Congress’ help, affiliation bonuses, officer loan repayment and other initiatives have effectively supported our efforts to gain and retain the very best. The Commandant and certainly all of us in Marine Forces Reserve, greatly appreciate the continuance of all of the many programs that help us recruit and retain the best young men and women this nation produces.

### **III. EQUIPMENT**

As mentioned previously we are as good today as we have been since at least the Korean War, if not World War II. This level of proficiency as warfighters is due, in large part, to the amount and frequency of combat the reserve forces have accumulated over the past nine years while serving as an operational reserve. In addition, the quality of our equipment is on par with that of the active duty. Therefore, it is imperative we spend the relatively small amount required to maintain our operational reserve and provide a reasonable return on that investment. The end result is a better trained and more capable force than ever operating alongside our active duty brethren on the ground, in the air, and at sea. To achieve and maintain this high level of

readiness and proficiency we have like all of DoD relied heavily on supplemental funding in the Overseas Contingency Operational account. As we move forward it is in the best interests of the nation to not lose these historically high levels of proficiency. The current strong and operationally competent Reserve Component has cost us much in lives and budgetary treasure to achieve over the last nine years.

As part of the Total Force, Marine Forces Reserve has two primary equipping priorities. The priority is to equip units and individuals set to deploy, and the second is to ensure units that are accomplishing normal training within the first 2-3 years of their dwell cycle have what they need in training allowance. We will always continue to provide those next into the fight all that they need in the latest generation of individual combat and protective equipment, and unit suites, to fight, accomplish the mission, and come home with the fewest number of casualties possible. Those not as close to deploying overseas to combat will also continue to be equipped with the best of everything and tailored specifically to whatever is next in their lives as defined by the Force Generation Model.

The Marine Corps approaches equipment procurement and fielding from a Total Force perspective with the Reserve Component treated in exactly the way as the three active operational Marine Forces organizations. In many cases we have achieved lateral fielding when Active and Reserve Component organizations are receiving equipment sets simultaneously. Again, fielding is prioritized by who is next to the fight. If they need it to train with post-deployment, they have it, otherwise in some cases they will pick it up in theater in the normal transfer of equipment that has marked the way the Marine Corps has done business since 2003.

The National Guard and Reserve Equipment Appropriation (NGREA) allows me to mitigate any equipment deficiencies here in CONUS. For fiscal year 2009, Marine Forces Reserve received two sources of NGREA funding totaling 62.4 million dollars. By providing the flexibility to purchase or accelerate the fielding of mission essential equipment, our units are better trained during pre-deployment and integrate effectively once they get in theater.

As the Commandant consistently states, our number one focus will be the individual Marine and Sailor in combat. Ongoing efforts to equip and train this most valued resource have resulted in obtaining the latest generation individual combat and protective equipment: M16A4 service rifles, M4 carbines, Rifle Combat Optic scopes, Lightweight Helmets, enhanced Small

Arms Protective Insert plates, Modular Tactical Vests, and the latest generation Flame Resistant Organizational Gear (FROG.) Every member of Marine Forces Reserve has deployed fully equipped with the most current authorized Individual Combat Clothing and Equipment to include Personal Protective Equipment. The decisions regarding what they deploy with are made by commanders with a great deal of combat experience, and nothing is left to chance. However, as personal protective equipment has evolved over the years of this conflict there is now so much equipment and it is so heavy that the way we fight is adversely impacted. In particular the infantrymen are so heavy, in some cases carrying more than one hundred pounds of equipment; they are more beasts of burden than they are agile hunters. It is not simply a matter of reducing the weight of individual items as these only add up to marginal weight savings, but hard decisions about what they carry and how much they carry are essential.

The Commandant's unit equipping priority for Marine Corps Reserve units inside their dwell periods is to provide sufficient equipment to train with, but not burden the organizations with so much gear that they use all of their training time or unit funds maintaining it. We call this a reserve unit's Training Allowance (TA.) This TA is the amount of equipment required by each unit to conduct home station training. Our goal is to ensure that the Reserve TA contains the same equipment utilized by the active component. It is imperative that our units train with the same equipment they will utilize while deployed. The Marine Corps Reserve maintains a training allowance at each of its reserve centers. As a whole, we are adequately equipped to effectively conduct training.

NGREA funding from 2009 continues to be used to purchase much needed Light Armored Vehicles, ruggedized command and control laptops, aircraft systems and survivability upgrades and continued procurement of the Logistics Vehicle Replacement System Cargo variant.

Marines are exceptionally good stewards of American taxpayer dollars, and the public property procured by those monies. In order to sustain an inventory of current equipment necessary to conduct home station training several resources and programs are utilized. The first is the routine preventive and corrective maintenance performed locally by user and organic maintenance personnel. Second, we have expanded ground equipment maintenance efforts, which rely largely on contracted services and depot-level capabilities. Third is our reliance on

Marine Corps Logistics Command mobile maintenance teams providing preventive and corrective maintenance support to all 183 Marine Reserve sites across the nation. This partnership provides a uniquely tailored Repair and Return Program. Fourth, we are intimately involved in the Marine Corps Enterprise Lifecycle Maintenance Program rebuilding and modifying an array of principal end items as required. Finally, we field the Corrosion Prevention and Control Program. Cumulatively all of these initiatives have resulted in a Marine Forces Reserve ground equipment readiness rate of ninety seven percent. Our 4<sup>th</sup> Marine Aircraft Wing “mission capable” rate in 2009 was seventy three percent which is consistent with recent year rates and with the Active Component rate of seventy one through November 2009.

#### **IV. TRAINING**

The reality today is that the Reserve Component has transitioned from what was considered a strategic reserve, to what is today the “operational reserve.” Forever gone are the days when Reserve Marines were considered mere “weekend warriors” and held in reserve to reinforce the active force when it experienced catastrophic casualties from a World War III scenario against the former Soviet Union. For the last nine years our Reserves have been a fully integrated force, routinely deployed to fight in Iraq and Afghanistan, and to execute theater cooperation engagement operations around the world at the behest of the combatant commanders. From all of these experiences we have captured important lessons that we have put to immediate use in improving every facet of our training. In this regard, one of the most exciting areas where we are continuing to transform the depth and scope of our training remains the cutting-edge arena of Modeling and Simulations Technology.

Marine Forces Reserve is fielding several immersive complex digital video-based training systems, complete with the sights, sounds and chaos of today’s battlefield environments. These systems are particularly important considering the limited training time and facilities available to our commanders. Last year we completed the fielding and upgrading of the Indoor Simulated Marksmanship Trainer-XP (ISMT). These simulators make it possible for the Marines to “employ” a variety of infantry weapons (pistols through heavy machineguns) in rifle squad scenarios. These simulators now serve as regional training centers and more are planned. The Virtual Combat Convoy Trainer-Reconfigurable Vehicle System provides invaluable pre-deployment training for the drivers of all makes and models of tactical vehicles. The conditions of terrain, road, weather, visibility and vehicle condition can all be varied, as can the combat

scenario (routine movement, ambush, IED, etc.) The simulator is a mobile, trailer-configured platform that utilizes a HMMWV mock-up, small arms, crew-served weapons, 360-degree visual display with after-action review/instant replay capability. We are now preparing to accept the fourth generation of this system, with student throughput doubling.

Another simulation technology being fielded is the Deployable Virtual Training Environment (DVTE.) The DVTE also provides small-unit echelons with the opportunity to continuously review and rehearse command and control procedures and battlefield concepts in a virtual environment. All of this provides individual, fire team, squad and platoon-level training associated with patrolling, ambushes and convoy operations. Additional features include supporting arms upgrades (for virtual combined arms indirect fire and forward air control training), combat engineer training, small-unit tactics training, tactical foreign language training and event-driven, ethics-based, decision-making training. It is important to recognize the key role Congress has played in the fielding these advanced training systems, all of which have been rapidly acquired and fielded with supplemental and NGREA funding.

## **V. FACILITIES**

Marine Forces Reserve is comprised of 183 sites in 48 states, the District of Columbia, and Puerto Rico. These facilities consist of 32 owned sites, 151 tenant locations, 3 family housing sites, and a Marine barracks. In contrast to Active Duty installations that are normally closed to the general public, our reserve sites are openly located within civilian communities. This arrangement requires close partnering with state and local entities nationwide. Thus, the condition and appearance of our facilities may directly influence the American people's perception of the Marine Corps and the Armed Forces.

Department of Defense policy and the use of standardized models for Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) dollars have greatly improved funding profiles for our Reserve Facilities over the last several years. We are experiencing some of the best levels of facility readiness due to increased funding in the last three years, complemented by the addition of \$39.9 million in stimulus dollars from the American Recovery and Reinvestment Act of 2009.

We have repaired and upgraded sites across the country with projects continuing to completion in 2011. Between the BRAC 2005 and our normal Military Construction of Naval Reserve (MCNR) Program, we will have replaced over 35 of our 183 Reserve Centers in the next

two years. This represents the largest movement and upgrade in memory for the Marine Corps Reserve.

MARFORRES research and investment for the last two years in energy efficiency, sustainability, and renewable energy is coming to fruition this fiscal year. Every new FSRM renovation project or MILCON is targeted for energy efficiency and sustainability aspects in accordance with policy and Leadership in Energy and Environmental Design (LEED) guidelines. We recently commissioned our first LEED Silver building at Camp Lejeune (the first in the Marine Corps) and are anticipating completion this year of our first LEED Silver rehabilitation project for 4<sup>th</sup> Combat Engineer Battalion in Baltimore, Maryland (a potential first for the Marine Corps as well). All of our MILCON projects from FY09 on will comply with directives to achieve LEED silver or higher as funding profiles allow. We will be conducting energy assessments of all our thirty two owned sites this fiscal year along with preparation of smart metering technology for each to enhance conservation and management. The MARFORRES approach combines efficiency, conservation, and renewable aspects to achieve optimal return on investment. We have six active solar projects underway this year with all coming on line within the next twelve months. Our six wind turbine projects are under suitability and environmental evaluations. If findings support, they will start coming on line within eighteen months at an anticipated payback of as little as eight years. Marine Forces Reserve is working with the National Renewable Energy Lab to produce a sound renewable energy plan for all Marine Forces Reserve locations. Our investment and implementation of these technologies provides energy security, efficiency, and cost avoidance for our dispersed sites. The visibility of our projects in heartland of America and cities across the nation provides tangible evidence of our commitment to the future.

Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) program funding levels continue to address immediate maintenance requirements and longer-term improvements to our older facilities. Sustainment funding has allowed us to maintain our current level of facility readiness without further facility degradation. Your continued support for both the MCNR program and a strong FSRM program are essential to addressing the aging infrastructure of the Marine Corps Reserve. The MCNR program for exclusive Marine Corps construction must effectively target limited funding to address at least \$132 million in deferred construction projects of our aging infrastructure. Increases in our baseline funding over the last

six years have helped to address these deferred projects substantially. Over twenty seven percent of the reserve centers our Marines train in are more than thirty years old and of these, fifty five percent are more than fifty years old. Past authorizations have improved the status of facilities in the thirty to fifty year range and continued investment will allow for further modernization. The \$35 million in additional MCNR funding this FY has allowed MARFORRES to commence several additional projects.

The Base Realignment & Closure (BRAC) 2005 continues to move forward and the Marine Corps Reserve will relocate twelve units to consolidated Reserve centers this fiscal year. Marine Forces Reserve is executing twenty five of the Marines Corps' forty seven BRAC directed projects to include the only closure; Mobilization Command in Kansas City Missouri, is moving to New Orleans, LA. Of these twenty five BRAC actions, twenty one are linked to Army and Navy military construction projects. Our BRAC plans are tightly linked to those of other services and government agencies as we develop cooperative plans to share reserve centers and coexist in emergent joint bases such as Joint Base Maguire-Dix-Lakehurst. All remaining Marine Corps Reserve BRAC projects are on track for successful completion with the directed timelines for closure.

Of special note is the movement of Headquarters, Marine Forces Reserve and consolidation of its major subordinate commands in New Orleans. This unique BRAC project, integrating state, local and federal efforts, is now well underway for the new headquarters compound and tracking for on time completion. The state of Louisiana is providing construction dollars for the new headquarters facility and saving the federal government more than one hundred and thirty million dollars. The Department of the Navy is providing the interior finishings and security infrastructure in accordance with the lease agreement. This building will incorporate multiple energy and environmentally friendly processes to meet LEED certifiable standards. Marine Forces Reserve is working with the Department of Energy's Federal Energy Management Program to maximize the sustainability and energy efficiencies of the buildings and compound. Upon completion and certification, this building and its surrounding acreage will become the newest Marine Corps Installation: Marine Corps Support Facility, New Orleans.

Our Marine Forces Reserve Environmental Program employs the Environmental Management System (EMS), which uses a systematic approach to ensure that environmental activities are well managed and continuously improving. Additionally, Marine Forces Reserve

has initiated a nationwide program to reduce hazardous waste production and ensure proper disposal at our centers. Our Green Box Battery Program was responsible in FY09 for recycling over two tons of various types of batteries alone. MARFORRES Environmental undertook steps to replace the recycling equipment with completely operable, fully recycling systems. Through FY09, wash rack recycling systems at sixteen reserve center sites have been replaced. This project has saved over six hundred and fifty thousand gallons of water and cost savings of five hundred thousand dollars, not to mention the enhanced risk avoidance to our national water infrastructure. Marine Forces Reserve is updating all environment baseline surveys of our owned sites to ensure we are current in all aspects of caring for our nation's resources.

## **VI. HEALTH SERVICES**

The most important part of any Marine organization is of course the Marines, Sailors, Civilian Marines and families who shoulder the burden of defending our country every day. Taking care of them is a sacred trust. This begins with arduous training for combat, and equipping them with the best equipment in the world to do the job once deployed to the fight. It then extends to providing the best health care possible to them and their loved ones. Our routine health services priority is to attain and maintain Individual Medical and Dental Readiness goals as set by the Department of Defense. In 2009, individual medical and dental readiness for our Marines and sailors was sixty eight percent and seventy seven percent respectively. This represents a five percent improvement over the previous year.

The Reserve Health Readiness Program (RHRP) is the cornerstone for individual medical readiness. This program funds contracted medical and dental specialists to provide health care services to units specifically to increase individual medical and dental readiness. In the near term Navy medicine supports through various independent contracted programs such as the Post Deployment Health Reassessment (PDHRA), and the Psychological Health Outreach Program. The first identifies health issues with specific emphasis on mental health concerns which may have emerged since returning from deployment, while the Psychological Health Outreach Program addresses post deployment behavioral health concerns through a referral and tracking process. Worthy of mention in the area of mental health is our full participation in a very recent initiative designed and ruthlessly monitored by our Commandant and Assistant Commandant, in an effort to get at the tragedy of suicide. Our Warrior Preservation Program, run by senior staff

officers and non-commissioned officers has trained two hundred thirty nine instructors who will return to their home units and reinforce the important lessons they received. We conducted training for all of our personnel at each of our units and I have as the Commander, filmed my own message on this topic and prominently displayed it on our public website.

TRICARE remains a key piece of our medical support programs, providing medical, dental and behavioral health services. Members of the Selected Reserve qualify for and may enroll in TRICARE Reserve Select, which provides TRICARE Standard coverage until the member is activated. While on military duty for 30 days or less a Reservist who does not choose TRICARE Reserve Select coverage is covered under Line of Duty care. Upon activation, and during any applicable early identification period, the Reservist is covered by TRICARE Prime and may choose to enroll eligible family members in TRICARE Prime, Prime Remote or Standard. When deactivated, a Reservist who mobilized in support of overseas contingency operations is eligible for one hundred eighty days of TRICARE transitional health plan options. With your support these DOD programs will continue to provide Reservists and their family members' important medical benefits as they transition on and off active duty status

## **VII. QUALITY OF LIFE**

Our Commandant has affirmed that our Corps' commitment to Marines and Sailors in harm's way extends to their families at home. As part of Marine Corps reforms to enhance family support, we are placing full-time Family Readiness Officers (FROs), staffed by either civilians or Active Duty Marines, at the battalion/squadron level and above to support the Commandant's family readiness mission. As you might imagine an organization spread across the nation and overseas has unique challenges, but communication technologies, improved procedures and processes have worked to more effectively inform and empower family members including spouses, children and parents who often have little routine contact with the Marine Corps and live far from large military support facilities. The installation of full-time Family Readiness Officers at the battalions and squadrons bridges many gaps and overcomes many challenges unique to the reserve component. It is a low cost solution with a significant return on investment and I urge the continued support of this critical program.

We fully recognize the strategic role our families have in mission readiness, particularly with mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle by providing education at unit family days, pre-deployment briefs, return and

reunion briefs, and post-deployment briefs. To better prepare our Marines and their families for activation, Marine Forces Reserve is fully engaged with OSD to implement the Yellow Ribbon Reintegration Program, much of which we have had in place for quite some time. We are particularly supportive of Military OneSource, which provides our reservists and their families with an around-the-clock information and referral service via toll-free telephone and internet access on subjects such as parenting, childcare, education, finances, legal issues, deployment, crisis support, and relocation.

Through the DoD contract with the Armed Services YMCA, the families of our deployed Reserve Marines are enjoying complimentary fitness memberships at participating YMCA's throughout the United States and Puerto Rico. Our Active Duty Marines and their families located at Independent Duty Stations have access to these services as well.

The Marine Forces Reserve Lifelong Learning Program continues to provide educational information to service members, families, retirees, and civilian employees. More than eleven hundred Marine Forces Reserve personnel (Active and Reserve) enjoyed the benefit of Tuition Assistance, utilizing more than three million dollars that funded more than thirty nine hundred courses during Fiscal Year 2009. The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRA) continues to provide a great resource for service members and their families in accessing affordable child care, before, during, and after a deployment in support of overseas contingency operations. We also partnered with the Early Head Start National Resource Center Zero to Three to expand services for family members of our Reservists who reside in isolated and geographically-separated areas.

Managed Health Network (MHN) is an OSD-contracted support resource that provides surge augmentation counselors for our base counseling centers and primary support at sites around the country to address catastrophic requirements. The Peacetime/Wartime Support Team and the support structure within the Inspector-Instructor staffs at our reserve sites provide families of activated and deployed Marines with assistance in a number of support areas. Family readiness directly impacts mission readiness and your continued support of these initiatives is deeply appreciated.

## **VIII. CASUALTY ASSISTANCE AND MILITARY FUNERAL HONORS**

Casualty assistance remains a significant responsibility of active component Marines assigned to our Inspector – Instructor and Site Support staffs. Continued operational efforts in Afghanistan and Iraq have required that these Marines remain ready at all times to support the families of our Marines fallen in combat abroad or in unforeseen circumstances at home. By virtue of our geographic dispersion, Marine Forces Reserve personnel are best positioned to accomplish the vast majority of all Marine Corps casualty assistance calls and are trained to provide assistance to the family. Historically, Marine Forces Reserve personnel have been involved in approximately ninety percent of all Marine Corps casualty notifications and follow-on assistance calls to the next of kin. There is no duty to our families that we treat with more importance, and the responsibilities of our Casualty Assistance Calls Officers (CACOs) continue well beyond notification. We ensure that our CACOs are adequately trained, equipped, and supported by all levels of command. Once a CACO is designated, he or she assists the family members in every possible way, from planning the return of remains and the final rest of their Marine to advice and counsel regarding benefits and entitlements. In many cases, our CACOs provide a permanent bridge between the Marine Corps and the family, and assist greatly in the process of grieving. The CACO is the family's central point of contact and support, and is charged to serve as a representative or liaison to the media, funeral home, government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units provide significant support for military funeral honors for our veterans. The active duty site support staff members, with augmentation from their Reserve Marines, performed more than twelve thousand seven hundred military funeral honors in 2009 (ninety one percent of the Marine Corps total.) We anticipate providing funeral honors to more than thirteen thousand Marine veterans in 2010, even as projected veteran deaths slowly decline. Specific authorizations to fund Reserve Marines in the performance of military funeral honors have greatly assisted us at sites such as Bridgeton, Mo., Chicago, Ill. and Ft. Devens, Mass., where more than ten funerals are consistently supported each week. As with Casualty Assistance, we place enormous emphasis on providing timely and professionally executed military funeral honor support.

## **IX. CONCLUSION**

Your Marine Corps Reserve is operational and fully committed to train and execute the Commandant's vision for the Total Force. The momentum gained over the past nine years, in

Iraq, Afghanistan and in support of theater engagements around the globe remains sustainable through coordinated focus, processes and planning.

In everything we do, we remain focused on the individual Marine and Sailor in combat. Supporting that individual requires realistic training, proper equipment, the full range of support services and professional opportunities for education, advancement and retention. That is our charge. You should know that the patriots who fill our ranks do so for the myriad reasons familiar to those who wear this uniform and those who sustain us. Yet reservists serve while balancing civilian careers and outside responsibilities, often at significant personal cost. Your continued unwavering support of the Marine Corps Reserve and associated programs is greatly appreciated. *Semper Fidelis.*