

**EXECUTIVE SUMMARY OF
SERGEANT MAJOR CARLTON W. KENT,
SERGEANT MAJOR OF THE MARINE CORPS,
STATEMENT TO THE
SENATE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON MILITARY PERSONNEL**

April 13, 2011

Chairman Webb, Senator Graham and distinguished members of the Subcommittee, as I finish my last tour of duty, I want to thank you for the support you and the American people have given the men and women who proudly serve and wear our uniform, especially over the last ten years of war. Although I am leaving the active duty ranks, once a Marine, always a Marine. The quality of life issues we discuss today will continue to be important to all Marines and their families.

I am pleased to report that your Marines are honored to serve this great nation and are happy to be doing things that Marines do best, fighting and winning our nation's battles. They are truly living up to the great war-fighting legacy that Marines have built since 1775. Your Marines, including their spouses and family members who support them, continue to remain a valuable asset and our number one priority.

Throughout the last ten years of war, our Marines and their families have faced many challenges and made great sacrifices. Their endurance has been bolstered by your generous and sustained support which has enabled our continued success, on the battlefield and at home, and ensured our ability to maintain a high state of personal and family readiness. It is true, that while we recruit Marines, we retain families, and their readiness is directly linked to the readiness of our Corps. As we continue to serve this great Nation, we are grateful to you for the increased attention placed on the support of our families.

As our Commandant, General James F. Amos has said, "We will keep faith with our Marines, our Sailors and their families". I am proud to report to you that we are keeping faith by providing the kinds of programs and services that are critical to their quality of life and overall well-being. Our approach to caring for their needs is based on the same unwavering faithfulness they have demonstrated to the Marine Corps. We will ensure their needs are met during times of deployment and in garrison by providing the services, facilities, and programs to develop the strength and skills to thrive in the challenges of operational tempo. When needed, we will restore them to health. We will also transition them back to civilian life, and in the cases of our fallen heroes, we will support and protect their surviving spouses and dependents.

As both the Commandant and I travel the globe to visit our Marines and their families, they provide us valuable feedback and let us know that they notice and appreciate the much improved quality of life programs, such as transitioning our single Marine and family readiness programs from a peacetime model to a wartime footing; expanding support to our wounded, ill

and injured Marines; and investing in our infrastructure such as housing and bachelor enlisted quarters. However, our families also have no problem telling us that we have additional work to do. We know that in order to develop, maintain, and sustain their personal and family readiness and resiliency, we must provide innovative programs and services that are timely and *relevant*. We will do this by focusing on several key areas during this fiscal year.

In his 2010 Planning Guidance, our 35th Commandant directed us to: “***Review and Improve Family Readiness - Evaluate all Marine Corps Family Team Building Programs and make recommendations on optimum span of control, where we require further assistance to our families, and where we should streamline to erase redundancy.***” To respond to the Commandant's concerns, we have developed a deliberate process and are taking the following actions:

1. Launching a web-based *Program Prioritization Tool (PPT)* that will be sent, via email, to active and reserve Unit Commanders and Sergeants Major to ask them to prioritize our Marine Corps Family Programs based on the value to Marines and their families.
2. Initiating Operational Planning Teams (OPTs) to review the structure of the Unit, Personal and Family Readiness and Marine Corps Family Team Building Programs to redefine staffing requirements.
3. Conducting focus groups with Unit Commanders, associated Sergeants Major, and respective spouses to obtain their insights on the effectiveness of Marine Corps Family programs; identify unmet needs of Marines and families; and acquire recommendations to fix identified deficiencies.

Based on the feedback we receive, we will develop recommendations for funding current and future programs. This is not just about efficiencies; it is also about effectiveness. As part of that mandate, we have been directed to continue our behavioral health program integration; institutionalize resiliency training; and reorganize our Transition Assistance Management Program.

As we move forward, we will continue to keep faith with our Marines and families by assessing the effectiveness of our support services, transitioning and aligning our programs to meet their current and future challenges, and demonstrating, through our direct actions, that we are committed to improving them. As always, we will continue to be fiscally responsible with taxpayers' dollars.

My testimony today will outline the progress we have made and the actions we are taking in these and other critical areas. Thank you.

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SENATE ARMED SERVICES COMMITTEE**

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SERGEANT MAJOR CARLTON W. KENT
SERGEANT MAJOR OF THE MARINE CORPS
BEFORE THE
SENATE ARMED SERVICES COMMITTEE
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ON
ACTIVE, GUARD, RESERVE, AND CIVILIAN PERSONNEL PROGRAMS
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Sergeant Major of the Marine Corps

Carlton W. Kent



Sgt. Maj. Kent completed recruit training at Marine Corps Recruit Depot, Parris Island, S.C., in March 1976 and was assigned to the 1st Marine Brigade. In May 1978, Sgt. Maj. Kent was transferred to Marine Security Guard Battalion where he served as a Marine Security Guard. He served at American Embassy, Kinshasa, Zaire and Panama. In June 1981, Sgt. Maj. Kent transferred to Fort Benning for Airborne School and Parachute Riggers School at Fort Lee, Va. In June of 1982 he was assigned as 2nd Air Delivery Platoon Commander, and parachute rigger billets in various commands aboard Camp Lejeune, N.C.

In February 1983, Sgt. Maj. Kent was transferred to Marine Corps Recruit Depot, San Diego, Calif., for duty as a drill instructor, senior drill instructor and battalion drill master with First Battalion. In January 1985, he was meritoriously promoted to Gunnery Sergeant.

In May 1985, Sgt. Maj. Kent transferred to 3rd Air Delivery Platoon as Platoon Sergeant. In June 1986 he transferred to Engineer Company, BSSG-1 1st Marine Brigade, Hawaii, as Company Gunnery Sergeant. In March 1988, Sgt. Maj. Kent was assigned to Noncommissioned Officers School, 1st Marine Brigade as the NCOIC.

In February 1989, Sgt. Maj. Kent transferred to Marine Corps Recruit Depot, Parris Island, S.C., as a student at Drill Instructor School. After completion of Drill Instructor School, Sgt. Maj. Kent was assigned to Naval Aviation Officers Candidate School in Pensacola, Fla., as a Drill Instructor, Chief Drill Instructor, and First Sergeant. In February 1990, Sgt. Maj. Kent was promoted to First Sergeant and assigned as First Sergeant, MATSG, Pensacola, Fla.

In June 1992, he transferred to 4th Marine Regiment for duty. In June 1993, he transferred to the Army Sergeants Major Academy, Fort Bliss, Texas. After graduation, in February 1994 he was transferred and assigned as First Sergeant, Battery L, 3rd Battalion, 12th Marine Regiment. In December 1994, he assumed the duties as Sergeant Major, 3rd Battalion, 12th Marine Regiment. In August 1997, Sgt. Maj. Kent was transferred to the Marine Corps Recruit Depot, San Diego, Calif., where he was assigned duties as Sergeant Major 2nd Recruit Training Battalion and in September 1999 as Sergeant Major Recruit Training Regiment.

In May 2001, he was transferred to Marine Forces Europe/FMF Europe, Stuttgart, Germany, where he was assigned the duties as the Sergeant Major of Marine Forces Europe. In April 2004, he was transferred to I Marine Expeditionary Force, Camp Pendleton, Calif., to serve as the Sergeant Major of the I Marine Expeditionary Force. Sgt. Maj. Kent assumed his current post as the 16th Sergeant Major of the Marine Corps on 25 April 2007.

Introduction

Chairman Webb, Senator Graham, and distinguished Members of the Subcommittee, as I finish my last tour of duty, I want to thank you for this final opportunity to report to you on the state of your Marine Corps and our families' personal and family readiness.

Throughout the last ten years of war, our Marines and their families have faced many challenges and made great sacrifices. Their endurance has been bolstered by your generous and sustained support which has enabled our continued success, on the battlefield and at home, and ensured our ability to maintain a high state of personal and family readiness. As we continue to serve this great Nation, we are grateful to you and the American people and thank you for your unwavering support.

As our Commandant General James F. Amos has said, our Marines and their families are our greatest and most valuable assets and caring for their welfare will be one of our top priorities. My testimony today will outline the progress we have made as well as the actions we are taking to fulfill that mandate.

Your Marine Corps

Today, through your ongoing support and that of the American people, your Marine Corps is a cohesive, total force of 202,100 Active Duty Marines; 39,600 Selected Reserve Marines; and 25,000 Civilian Marines. At any given time, approximately 30,000 Marines are forward deployed in ongoing global operations in support of our Nation's defense. Your Marine Corps is also the youngest, most junior, and least married of the four military Services.

- Sixty-five percent of Marines are 25 or younger;
- Twenty-one percent of Marines are not old enough to legally consume alcohol;
- Forty percent of Marines are LCpl or below (other Services are between twenty to twenty-four percent);
- Forty-nine percent of Marines are married (next closest is Navy at fifty-four percent); and
- Has one Officer per 8.3 Marines (next closest is Navy with one Officer per 5.1 Sailors).

In addition, the Marine Corps has approximately the same number of active duty personnel as family members. There are 207,194 family members: 90,566 spouses, 116,335 children, and 293 parents. This close relationship, 49:51, is unique among the military Services. The active duty to family member ratios of the Army, Navy, and Air Force are all approximately 40 percent Service members to 60 percent family members.

Personnel Readiness

For our deployed and next-to-deploy forces, personnel readiness is extremely high. We continue to source our best-trained and most ready Marines and Sailors to meet Geographic Combatant Commander requirements in Afghanistan and around the globe. The Marine Corps is prepared to sustain this for as long as the Nation requires.

Operation IRAQI FREEDOM

This past year, we completed our mission in Iraq, effecting the retrograde of more than 25,000 Marines; 382,000 items of equipment; 10,800 short tons of aviation support equipment; and nearly 11,000 containers from al Anbar province via Jordan and Kuwait to the U.S. and elsewhere. At present, approximately 100 Marines remain in Iraq serving in individual augment, transition team and other miscellaneous billets.

Operation ENDURING FREEDOM

In Afghanistan, the mission has expanded. Over the past year, we increased our force strength in Afghanistan from 10,600 in December 2009, to 20,700 in December 2010. We will continue to provide forces in Afghanistan capable of full-spectrum, counterinsurgency operations while balancing our capabilities to perform what the Nation will likely ask of us in the future.

End Strength

Current authorized end strength is 202,100 Marines in the active component and 39,600 Marines in the Selected Reserve. During Fiscal Year (FY) 2012, the Marine Corps will concentrate on sustaining and shaping the Active Force. Our success can be attributed to four factors: quality recruiting, exceptional retention, reduced personnel attrition, and a great young generation of Americans who want to serve their country during wartime. Also, key to sustaining the force is an effective Enlistment Bonus and Selective Reenlistment Bonus

programs which allow us to access and retain quality Marines to sustain the Active Force. The Marine Corps Reserve is a full partner of the Marine Corps' Total Force. The Marine Corps Reserve continues to provide critical support for overseas contingency operations and non-contingency Combatant Commander requirements. At home, Marine Forces Reserve maintains Marines and assets pre-positioned throughout the country who are ready to assist with not only national defense missions, but also civil-military missions such as providing disaster relief.

Dwell Time

In light of our operational demands, and through the support of Congress in authorizing our end strength of 202,100 active duty forces, our combat units are beginning to realize an approximate one-to-two dwell time. Other units vary at more favorable dwell time levels depending on their mission. We anticipate the 1:2 dwell ratio for combat units to remain relatively stable provided current deployed force levels are not increased; however, increased operational demands in Afghanistan or elsewhere may result in dwell times inconsistent with fostering a resilient Total Force. We are actively working to recruit, promote, and retain the right number of Marines in the right occupational specialties to promote resiliency of our Total Force and reduce the stress on our families.

Keeping Faith with Marines, Sailors and Families

Just as our Marines are required to be in a constant state of readiness, so must our families. Our Nation has been at war for a decade, placing unprecedented burdens on Marines,

Sailors, their families, Wounded Warriors and the dependents of the fallen. They have all made tremendous sacrifices in the face of danger. We owe them all a reciprocal level of loyalty.

Our approach to caring for their needs is based on the same unwavering faithfulness they have demonstrated to the Marine Corps. We will ensure their needs are met during times of deployment and in garrison by providing the services, facilities, and programs to develop the strength and skills to thrive on the challenges of operational tempo. When needed, we will restore them to health. We will also transition them back to civilian life, and in the cases of our fallen Marines, we will support and protect their surviving spouses and dependents. We know that in order to develop, maintain, and sustain their personal and family readiness and resiliency, we must provide innovative programs and services that are timely and *relevant*. We will do this by focusing on several key areas during this fiscal year.

In his 2010 Planning Guidance, our 35th Commandant directed us to "look across the entire institution and identify areas that need improvement and effect positive change." Specifically, he asked us to evaluate all of our family readiness programs, to determine which require enhancement and/or expansion and which can be streamlined to reduce redundancy. This is not just about efficiencies; it is also about effectiveness. As part of that mandate, we have been directed to continue our behavioral health program integration; institutionalize resiliency training; and reorganize our Transition Assistance Management Program. My testimony today will outline the progress we have made and the actions we are taking in these and other critical areas.

Family Readiness

In 2010, the Marine Corps increased baseline funding for family support programs by \$110 million to ensure an appropriate wartime footing. Programs benefitting from this measure include: Unit, Personal and Family Readiness Program; Marine Corps Family Team Building Program; Exceptional Family Member Program; School Liaison Program; and other miscellaneous Marine Corps Community Services Programs supporting remote and isolated commands, deployed Marines, and independent duty Marines and families. As we continue the process of providing Marines and their families with the most effective and relevant services, we are assessing all of our family support programs, identifying gaps and overlapping or duplicative efforts, and looking for opportunities to develop partnership programs and share resources with other agencies. Some of our notable accomplishments include the following:

- Established over 400 full-time civilian Family Readiness Officers to facilitate family contact and provide critical information and referral services to support the resiliency needs of Marines and their families.
- Developed an inventory of Deployed Support and LifeSkills Education and Training courses that address the challenges of military life, as well as personal and family life.
- Transformed the Exceptional Family Member Program to ensure that enrolled family members are provided a continuum of care, while providing the sponsor opportunity for a successful career.
- Established School Liaisons who form strong partnerships with schools and other supporting agencies to improve access and availability to quality education.
- Implemented program and infrastructure enhancements at remote and isolated commands, including investments in child care, single Marine programming, fitness and recreation centers, and recreational equipment to support deployed Marines.
- Increased Marine Corps child care capability from 64 percent to 73 percent with projection to meet 80 percent of potential need by FY12.

Deployed and Warrior Support

Deployed support is one of the most important services we provide. Our Exchange; Recreation and Fitness; and Communication services not only boost and maintain morale but also help to reduce mission-related stress.

- ***Exchange.*** Ongoing missions in Afghanistan include the operation of two Direct Operation Exchanges at Camps Leatherneck and Dwyer, and one Tactical Field Exchange at Camp Delaram II.
- ***Recreation and Fitness.*** We assist in providing sports, recreational, and fitness equipment to units throughout Helmand Province with the joint support of USFOR-AJI. This transportable equipment includes sports/recreation cooler kits filled with sports gear and board games, electronic game kits, Theater-in-a-Box kits, and functional fitness equipment for use in austere environments. Reading materials, both electronic and paperback, are also distributed.
- ***Communication.*** Morale satellite services are available to forward operating bases, combat outposts, and other austere locations. We have delivered 13 satellite communications systems to units in Afghanistan. Each system has two phones that provide 6000 free minutes per month and five laptops that allow internet browsing, social networking and chat/video capabilities to deployed Marines.

Family Care Programs

Exceptional Family Member Program (EFMP). The most tender of our families, those enrolled in the Marine Corps EFMP, have strongly endorsed the improvements made to their level of support and our focus on providing a continuum of care. Year after year since our program expansion, we have gained the trust of our families. This is demonstrated in our increasing enrollments and reduction in issues experienced by families relocating to new duty stations. I am proud to state that the Department of Defense (DoD) and the other Services

recognize our EFMP as a premier, full-service program based on the quality and efficiency of program operations.

Our EFMP sponsors will always be an advocate for their special needs family member, but when they need legal help, our EFMP attorneys are ready to assist families with obtaining benefits and services under federal and state education and disability laws, special needs trusts, landlord-tenant issues and other legal areas.

In 2001, EFMP had only 4,500 enrolled family members. This number has grown to over 9,850, today. In the past year, we have taken multiple actions to transform the program, including:

- Utilizing Family Case Workers, at ratio of 1 FCW: 225 sponsors, to support families during relocation, deployments, and life events and assist families with gaining access to medical, educational, and financial support services.
- Establishing installation-level Training Education Outreach specialists to provide training and support for families and the programs that support them.
- Utilizing a Continuation on Location policy that ensures the assignment and relocation process is sensitive to EFMP family needs and meets statutory stabilization requirements.

In addition, the Marine Corps continues to underwrite the cost of up to 40 hours of short-term respite care per month for EFMP enrolled families. To date, we have provided more than 450,000 hours of respite care. Since the cost is underwritten by the Marine Corps, families are able to use their TRICARE Extended Care Health Option benefit for needed therapies and equipment. Nevertheless, challenges remain, such as:

- the lack of portability of services for adults with autism;
- the inability of military families to gain access to Medicaid; and

- national economic impacts and subsequent state budget cuts, particularly at local and state levels, which impede school districts' abilities to provide special education services and impact access and availability to critical services.

To address some of the state access issues, we have partnered with the National Council on Disabilities to study this problem. Results are under review.

Children, Youth and Teen Programs. Whether parents are working, experiencing family emergencies, or needing respite from single parent responsibilities connected to deployments, child care services remain a high priority quality of life requirement. In 2010, we provided 13,431 child care spaces and met 73 percent of potential need requirements. Within these totals, we are caring for approximately 2,500 special needs children.

The Marine Corps, with your support, is executing an aggressive Military Construction program and is opening six Child Development Centers in FY11 and five more in FY12. Nevertheless, as you might expect, the demand for quality child care on- and- off- installation continues to grow and outweighs the availability of resources. To address this growing demand and help further define requirements, we have contracted for the development of a Child Development Program and Facility Master Plan. Using market assessments and analysis tools, the plan will evaluate on- and- off-base access, unmet need, and will provide prioritized recommendations for meeting the need across the Marine Corps. We anticipate results this summer.

In 2011, we will work with Marine Forces Reserve and Marine Corps Recruiting Command to identify opportunities to enhance availability of child care for Marines and their families serving on independent duty and at locations that are separated from military bases and stations. In addition, we are partnering with Boys & Girls Clubs of America for developmental

youth programs, and working to identify ways to better support our youth and teens affected by a parent's deployment. We have reviewed the results of the National Military Family Association and RAND Study related to impacts on youth from deployments and are considering ways to address this situation.

School Liaison Program. To help school-age children of Marines flourish in new school environments, our School Liaison Program partners with Local Education Agencies (LEAs) to raise the educational capacity and standard of our military children. Supporting more than 80 school districts surrounding major Marine Corps installations, our school liaisons provide LEAs with information on Marine Corps families' needs and access to beneficial training and counseling services to support teachers and students. Marine parents have the comfort of talking with and being supported by a local education expert who provides meaningful insight and support to new transfers and those with questions on local education policies. In addition, school liaisons provide Marine parents with connections to online curricular resources that are linked to state standards, permanent change of station checklists to assist parents with pre-relocation planning and registration in the receiving school districts, on-line tutoring and other resources.

Personal and Professional Development

Throughout the Nation, veterans aged 18-24 have experienced traditionally higher unemployment rates than their non-veteran counterparts. Our Commandant is focused on this problem and has directed the Marine Corps to conduct a thorough "bottom up" assessment of our Transition Assistance Management Program to revolutionize the process, embrace best practices, and ensure we are providing the right educational and career assistance to Marines leaving the

Corps. We believe transition assistance should be a process not an event. We have established a goal to make the Marine Corps Transition Assistance Management Program more value added for our departing Marines.

From 2009 to 2010, we conducted functionality assessments of the Transition Assistance Management Program and the Lifelong Learning Program and noted many deficiencies. In response, we established two Transition Assistance Operational Planning Teams in 2010 to assess existing programs. These teams identified issues, stakeholders and a conceptual framework for improved services and ways in which we will integrate Marine Corps Community Services transition assets. Key stakeholders involved in this process include Service member recruiters, commanders, Unit Transition Coordinators, and most importantly -- our Marines and their family members.

With our predominately first-term force, we are committed to reaching our Marines at designated touch points, helping them develop roadmaps that support their Marine careers, and better equipping them to reintegrate back into civilian life upon leaving active duty service. We have developed an "end to end" process improvement plan that will begin at the point of initial accession into the Marine Corps and continue through post separation.

Marines have expressed a desire for assistance navigating Department of Veterans Affairs benefit processes such as in cases of enrollment for and access to education benefits. We will modify existing websites to improve access and enhance opportunity for separating Marines to speak directly to Marine Corps support personnel who are trained to remove administrative benefit processing barriers. In addition, we will adapt our current job fairs to support increased networking opportunities that will allow Marines to meet mentors and employers and find meaningful employment.

Marines have also asked for an opportunity to connect with employers and learn how to translate their intangible and tangible attributes. Our transition workshops will be overhauled to address these needs. Marines are also seeking help to simplify enrollment processes for the Post-9/11 GI Bill and to gain access to academic institutions that will provide the quality and level of business education and skills private industry demands. We have initiated a Leader-Scholar Program, which includes academic institutions who value Marines' service commitment and pledge special enrollment consideration. While the support varies from school to school, we now have 75 participating institutions with the goal of an additional 25 by the end of this year. We are initiating actions and integrating existing capabilities that will most directly improve the quality of support provided to Marines six months prior to separation as well as the support provided to Marines who have been separated at least six months.

- Establishing formal processes to initiate periodic lifecycle contact to offer education, career, and financial advice/counseling to Marines and their families.
- Creating an Individual Development Plan for each Marine, with execution and delivery of required transition services.
- Improving the current Active-to-Reserve transition process to better educate Marines on reserve opportunities to retain the best talent. An enhanced, streamlined transition process will increase the number of valuable, trained Marines who consciously choose to affiliate with the Reserves.

As we gain momentum, we will continue to change the transition assistance program from its current event focus to that of a process that reintegrates Marines into the civilian sector with the knowledge, skills, and abilities to leverage and communicate their Marine Corps time and experience. We believe this effort will result in an innovative program that addresses the Commandant's concerns, assists our families with their education and career goals, and meets the

needs of our Marines as they progress through their military life cycle, whether a single enlistment or a lifetime of military service, and transition to a successful post-military career.

Behavioral Health Integration

Since 9/11, behavioral health needs have become increasingly complex with individuals often requiring assistance in a number of areas at one time. Marines with three or more deployments have been identified as particularly at risk. As a result of risk factors, our Combat Operational Stress Control (COSC) Program is currently developing a policy that will direct commanders to conduct face-to-face interviews with Marines who have had three or more deployments. These commanders' interviews will identify Marines at some level of elevated risk; allow commanders to engage their Marines (pre-and-post-deployment); and provide an opportunity for intervention (medical and non-medical).

As directed by the Commandant, we continue to move forward with the integration of our prevention and intervention programs - Family Advocacy, Combat Operational Stress Control, Suicide Prevention, Sexual Assault Prevention and Response, and Substance Abuse - initiated in 2009. We have established a new Behavioral Health Branch at our headquarters for Marine and Family Programs, Manpower & Reserve Affairs which will assess common behavioral health trends, risk factors, training needs, and protective factors to ensure maximum use of resources and to enhance existing prevention capabilities. We are also more fully utilizing the Institute of Medicine's "Behavioral Health Prevention Intervention Spectrum", which establishes common definitions, to focus our prevention efforts on Marines and families.

Through collaboration of services, we will deliver effective, evidence-based practices and behavioral health programs that are seamlessly woven into the larger support network of Marine Corps command structures, health and human services, and are in concert with building resilience and strengthening Marines and their families.

Sexual Assault Prevention and Response. Marine Corps leadership has initiated aggressive actions to elevate and highlight the importance of the Sexual Assault Prevention and Response (SAPR) Program and institutionalize a zero-tolerance policy. SAPR is focused on several key initiatives:

- ***Prevention:*** Commanders are accountable for creating a climate of respect in which sexual assault will not be tolerated and building trust within their units that enables victims of sexual assault to report the crime. Bystander intervention training has been identified as an evidence-based best practice for engaging Marines in their role in sexual assault prevention. New video-based bystander intervention training is in development with a completion date of April 2011.
- ***Risk Reduction:*** Alcohol has a tremendous impact on the prevalence of sexual assault. Research on best practices for addressing risk reduction, consent, and raising awareness within the Marine Corps is forthcoming in 2011.
- ***Victim Advocacy:*** During 2010, SAPR Program Managers were hired at 18 installations to heighten sexual assault prevention efforts by serving as master trainers and reporting coordinators. A 24/7 Helpline was established across all installations to provide victims with emotional support, information on reporting options, and critical resources.
- ***Offender Accountability:*** The Trial Counsel Assistance Program (TCAP) and a Joint Mobile Training Team were implemented in 2010 to provide training for 40 Marine Corps investigators and prosecutors on best practices in handling sex crimes. Following-up on the success of the Case Review Project in 2009, the Judge Advocate Division Military Law Branch is reviewing closed cases of sexual assault to develop lessons learned. This information will be disseminated in the form of training techniques for investigators and prosecutors.

Suicide Prevention. During Calendar Year 2010, we saw a nearly 30 percent decrease in the number of suicides within our Total Force (52 in CY2009; 37 in CY2010). We are too early

in our suicide studies to identify what specific initiative(s) have resulted in this dramatic turnaround. However, we have implemented a number of measures on multiple fronts. Some of these include the following:

- Evocative Peer-led Training Program: “Never Leave a Marine Behind” suicide prevention program for non-commissioned officers and Junior Marines. We are expanding this training to include staff non-commissioned officers and commissioned officers this year.
- DSTRESS Line Pilot Program with TRICARE West: “By Marines-For Marines” call center designed to assist with problems at an early stage. The call center is staffed by veteran Marines, providing anonymous service to all current Marines, veteran Marines, their families and loved ones.
- Combat and Operational Stress Control and Operational Stress Control and Readiness Teams: Utilizing unique training programs across the Total Force and ensuring the presence of mental health professionals in front-line units as a primary prevention tool to help Marines identify and mitigate stress.
- Marine Resilience Study to Assess Risk and Resilience: We are participating in a longitudinal research study that will examine risk across three domains: biological, psychological and social. The outcome of this study will inform our work in the area of building and maintain resiliency across the Corps.
- Unit-Level Prevention Officer Training: Working with the American Association of Suicidology to develop effective training programs for these officers.

We believe our training and other prevention efforts will help our Marines and their family members maintain readiness and win their personal battles.

Combat and Operational Stress Control (COSC) - Resiliency Training. Stress issues affect all Marines and families regardless of deployment. Assisting Marines who show signs of stress and preventing combat and operational stress is one of our highest leadership priorities. To improve their resilience, we are working aggressively and creatively to build a training continuum that better prepares them for the inevitable stress of combat operations and to equip them with the necessary skills required cope with the challenges of life as a Marine.

Instruction founded and focused on our core values helps provide some of this resilience, especially in irregular warfare and complex environments. A program combining the “best practices” of mental, spiritual and physical fitness will best instill in our Marines the resiliency to endure the stressors of combat and enhance their ability to perform effectively across the range of military operations.

Our COSC program's goal is to help Commanders and Marine leaders maintain their warfighting capabilities and, with assistance from medical personnel, reduce the impact of negative stress reactions. By providing tools and resources to assist Marines with coping with the challenges of combat and the rigor of life as a Marine, our COSC program implements activities focusing on force preservation and readiness and the long-term health and well-being of our Marines and their families. COSC, with other behavioral health initiatives, aggressively combats these problems by strengthening Marines, mitigating stress, identifying those who are at risk, and providing treatment when necessary, with the goal of re-integrating Marines back into the force.

Our Operational Stress Control and Readiness Program (OSCAR) embeds mental health professionals in operational units and provides training that helps the OSCAR team identify and mitigate negative stress reactions. The OSCAR team is comprised of 3 different groups: Providers (mental health professionals), Extenders (other medical and religious personnel), and Mentors (selected unit Marines) who are trained to quickly intervene when Marines show signs of stress reactions. Currently, over 1,700 Marines are trained as mentors.

In FY11, COSC will sustain and improve the OSCAR training by conducting a RAND evaluation, working with units who utilized OSCAR training while in combat environments and providing refresher training to OSCAR trainers. Extenders began receiving formal OSCAR

training at Field Medical Schools in January 2011, which also supports institutionalizing OSCAR enhancing resiliency training.

Our COSC program continues to show positive results as indicated by outside evaluations and assessments. The Joint Mental Health Advisory Team-7 reports that Marines surveyed in Afghanistan in July 2010 show increased exposure to heavy combat. Marines also indicate increased protective factors including unit resilience, small-unit cohesion, perceived readiness, and improved climate in asking for help. This assessment also shows increased training effectiveness in managing combat/deployment stress and significant reduction in stigma associated with seeking behavioral health treatment.

Post Traumatic Stress and Brain Injury

We will continue advocating to the medical community for better diagnostic and increased treatment options for Marines with severe injuries including Post Traumatic Stress and Traumatic Brain Injury. In collaboration with the other services, we developed a set of events-based parameters, mandating that our leaders search out Marines who have experienced a concussive event. This measure no longer relies on identification of impacted service members solely on their willingness to seek help on their own initiative. These protocols are in place now in Afghanistan, and we are already seeing a culture change in the attitude of Marines about being treated early for a Traumatic Brain Injury.

We have established an in-theater Restoration Center that brings comprehensive concussion diagnosis and management as close to the front lines as possible to ensure that appropriate care is available as quickly as possible. We are currently developing policy and

applications to track Traumatic Brain Injury from “point of injury” to “return to full duty” separately but in parallel with medical documentation. These measures will empower commanders with the information they need to monitor the health of a Marine who has suffered a concussive event and intervene appropriately for the duration of a Marine’s career and long after the initial injury.

Wounded Warrior Regiment (WWR)

I am pleased to report on the progress of the Marine Corps’ Wounded Warrior Regiment (WWR) and the determined spirit of our Nation’s Wounded Warriors and their families. The WWR stood up in April 2007 and was built on a compressed timetable -- it was essentially built in progress. Early efforts involved the identification of immediate requirements and the design and sourcing of a scalable organization that could expand or contract as needed. The initial focus was on a Marine’s and his or her family’s immediate needs, construction projects, basic administrative support, the stand-up of the Sergeant Merlin German Wounded Warrior Call Center, and the establishment of the Marine Corps’ Recovery Coordination Program. When the WWR was established, long recovery times were not expected and long-term recovery support requirements were not anticipated. Since then, the WWR has continually assessed changing requirements, its organizational structure, and resourcing needs. We are now adjusting our structure based upon confirmed requirements, sound assumptions, and findings in warrior care that will allow for the enduring care of wounded, ill, and injured (WII) Marines and their families.

In his 2010 Planning Guidance, General Amos stated his commitment to “enhance the capabilities of the WWR to provide added care and support to our wounded, ill, and injured.” Moreover, he affirmed the need to sustain the Regiment for the long term given the wounds of the war and the fact that the WWR also provides care for our young Marines who are not combat wounded, but are injured in training or other accidents, suffer from diseases, and other tragedies.

The WWR will continue to meet the Commandant’s intent by refining our support capabilities and growing our care model to ensure we work toward healing the “whole” Marine. Through synchronization of our programs and resources and external programs, the WWR is striving to help each WII Marine focus on their abilities to heal medically while strengthening their mind, body, spirit, and family. The WWR works to ensure Marines’ medical treatments are harmonized with non-medical needs to optimize their recovery through their continuous engagement in productive activities.

These activities include pursuing and reaching goals in areas that will improve readiness for return to duty or reintegration to communities, such as education, employment, physical fitness, and building strong families. For WII Marines who are unable to continue their service, the Marine Corps has a moral obligation to them, their families, and this country to help them live productive and fulfilling lives and be good citizens.

WWR Programs and Services. The non-medical care needs of our WII Marines and their families can be extensive, and vary in type and intensity throughout the recovery process. The WWR assists active duty, reserve, retired, and veteran WII Marines and their families with their non-medical care needs through all phases of care from recovery to rehabilitation and to community reintegration. Each phase brings new challenges for the Marine, their family, and the support staff. The complexity of their care does not allow for isolated decision-making and it

requires a heightened level of coordination between medical and non-medical care providers. There is no “one size fits all” approach to care. The WWR has a cross-section of services and resources to ensure WII Marines and families are provided for.

Sergeant Merlin German Wounded Warrior Call Center. Our Call Center extends support to Marines and families through advocacy, resource identification and referral, information distribution, and care coordination. Located at the Call Center are Clinical Services Staff who provide immediate assistance and referral for Marines with psychological health issues and/or traumatic brain injury. Outreach is an important aspect of the Regiment’s non-medical care delivery and management. The Call Center also conducts outreach calls to offer assistance on a wide variety of issues, such as service disability ratings, awards, employment, financial assistance, education, and benevolent organizations.

Administrative Support. The WWR stresses at all levels that WII care is a relationship, not just an administrative process. With this in mind, the WWR provides WII Marines and their families with one-on-one education on available benefits and compensation.

- WWR staff strives to proactively track the progress of paperwork and keep Marines and families informed on the status of claims, reimbursements, and any changes in benefits.
- A family member's funded travel to the bedside of their wounded Marine is of particular concern to the WWR. The USMC issues Invitation Travel Orders (ITOs) that can authorize up to three individuals designated by a very seriously or seriously WII Marine to travel to the medical facility providing care.
- When on ITOs, travel to and from the hospital, hotel costs, meals, and incidental expenses are reimbursed by the government.
- Additionally, for WII Marines who require extended, outpatient care, the USMC may authorize Non Medical Attendant (NMAs) Orders. One person is typically authorized NMA travel entitlements similar to ITOs which provide per diem and lodging costs.

- The WWR works to ensure that these types of entitlements are tracked and monitored so that reimbursements or compensation are provided in a timely manner.

Family Support. The care needs of families of WII Marines are of particular concern to the WWR and the Marine Corps.

- The WWR strives to proactively identify and solve the often unique family support needs of our WII Marines, their families, and caregivers.
- Families of WII Marines have a heightened requirement for communication, information, and referral services to help them navigate through the various phases of recovery.
- The WWR has family support staff in place at all locations to address immediate needs, provide a one-on-one orientation to the many resources available to support them, and to serve as subject matter experts on family support requirements for Regimental staff.

Medical Cell. WWR headquarters has a Medical Section that advises the Commanding Officer regarding medical issues and emerging technologies/treatments impacting WII Marines.

- The section includes: a Regimental Surgeon, a Mental Health Advisor, a Nurse Case Manager, a Psychological Health Program Coordinator, a Traumatic Brain Injury Program Coordinator, and Licensed Clinical Consultants.
- Together, this team works with public and private medical providers to ensure the best care for WII Marines, particularly in the areas of Post Traumatic Stress and Traumatic Brain Injury.

Recovery Care Coordinators. As WII Marines transition through the phases of recovery, it is important that they have a consistent contact in place to help them navigate the system. The WWR has Recovery Care Coordinators who are assigned to WII Marines to help them and their families develop Comprehensive Transition Plans to define and meet their individual goals for recovery, rehabilitation, and reintegration.

Warrior Athlete Reconditioning Program. Under this program, (which is mandatory for all Marines joined to the WWR, but tailored to accommodate their medical limitations), Marines

engage in both physical and cognitive activities outside the traditional therapy setting.

Activities are individualized to the WII Marine's needs, and encompass over 18 areas – from aquatic training to yoga. Supporting WII Marines in individual or team settings, the program greatly improves overall physical and mental fitness and helps to improve their self-esteem.

Transition Support. Many WII Marines will not return to duty and will pursue careers in their communities. The WWR recognizes its commitment and moral obligation to Marines who are unable to continue their service to help them live productive and fulfilling lives and understands the challenges associated with reintegration and obtaining a rewarding career. To enhance community reintegration, the WWR's Transition Support Cell, manned by Marines and representatives from the Departments of Labor and Veterans Affairs, proactively reaches out to identify employers and job training programs that help WII Marines obtain positions in which they are most likely to succeed and enjoy promising and fulfilling careers.

District Injured Support Cells. District Injured Support Cells, consisting primarily of mobilized reserve Marines, are located throughout the country to conduct face-to-face visits and telephone outreach to WII Marines and their families within their assigned region. They maintain oversight of the welfare and quality of life of all WII reserve Marines, active duty Marines convalescing at home, and all OEF/OIF WII Marine veterans.

Reserve Support. The WWR makes a special effort to ensure that WII reserve Marines do not fall through the cracks. The majority of the WWR's staff consists of reserve Marines with a high level of subject matter expertise that allows for heightened advocacy with regard to reserve-specific issues. Our staff is dedicated to supporting WII reservist needs. The WWR's Reserve Medical Entitlements Determination Section maintains oversight of all cases of reservists who require medical care beyond their contract period for service-connected ailments.

The Regiment also has reserve specific Recovery Care Coordinators who provide the one-on-one support and resource identification needed to support reservists who are often times residing in remote and isolated locations away from base and station support.

Integrated Disability Evaluation System (IDES) Support. The WWR has Regional Limited Duty Coordinators to help Marines processing through the IDES and Wounded Warrior Attorneys, to advise and support WII Marines through this process. The WWR also published a pocket guide (via the web and hard copy) to help Marines and families understand the Disability Evaluation System.

Enduring Commitment to Wounded, Ill, and Injured Marines. The Marine Corps is committed to the long-term care of its wounded warriors and their families. As warrior care evolves and innovates, the WWR will continue to adjust to ensure we are providing the best support possible. The WWR will continue to assess its current programs and support structure to evolve to meet the long-term recovery requirements of our WII Marines and their families.

- The USMC is proud to report that the results of our assessments thus far are positive.
- The assessments have substantiated that the creation of the WWR has had a positive impact on the support offered WII Marines and families.
- Additionally, our assessments have shown positive satisfaction levels in important areas, such as our Recovery Care Coordination Program (executed by the WWR's Recovery Care Coordinators) and our family support staff.

Your WII Marines are highly motivated, focused on their abilities, and remain in the fight. The Marine Corps is grateful for the exceptional support that you have provided to them and the families who support them.

Casualty Assistance

The Marine Corps Casualty Assistance Program is committed to ensuring that families of our fallen Marines are always treated with the utmost compassion, dignity, and honor. Our Casualty Assistance Program actively seeks opportunities to improve survivor assistance and has a demonstrated record of taking quick, effective action as needed.

The Headquarters Casualty Section is a 24-hour-per-day operation manned by Marines trained in casualty reporting, notification, and casualty assistance procedures. Next-of-kin (NOK) are notified in-person by a Marine in uniform - Casualty Assistance Calls Officer (CACO) - and a chaplain whenever possible. Notifications are typically completed within four hours of receipt of the casualty report. Marine CACOs are there for the NOK - to assist with burial arrangements, applications for benefits and entitlements, contact with benevolent and philanthropic organizations, and obtaining reports of investigation. Within days of the incident, families are connected to representatives from the Tragedy Assistance Program for Survivors (TAPS), a nationally recognized provider of comfort and care to those who have suffered the loss of a military loved one and are experts at "taking care of the heart". TAPS services are no cost and available 24/7. Approximately 60 days following the death, we reach out to the NOK to help resolve any residual issues and let them know we are available to them for as long as they need us.

Infrastructure

The Marine Corps continues to strive for a prolonged commitment to facilities and infrastructure that supports operations and quality of life for our Marines and their families.

- The FY12 budget request includes \$4.6 billion (military construction, family housing construction and operations, sustainment, base operating support, and restoration and modernization) which continues our efforts to operate, maintain, and improve our infrastructure. This funding provides critical Military Construction and Facilities support for our active and reserve forces.
- For many years, we have funded only our most critical facility needs. As a result, our installations were in a poor position to properly house and operate with the additional forces required to meet our planned end strength increase.
- In FY 2007 - 2010, the Marine Corps received \$6.9 billion in new construction and design. With this funding, we are providing new quality of life facilities, improved operational and training facilities, and more up-to-date utility infrastructure systems.
- Your generous assistance in the past has provided critical support that allows us to improve our installations. However, it is critical that Congress provide necessary legislative language in order to allow us to proceed with approximately \$2.9 billion of military construction and family housing efforts in FY11 to support the operational and quality of life needs of our Marines.
- Plans for FY11 include construction of 5,000 new barracks spaces, improvements to existing family housing units, critical aviation facilities to support next generation aircraft, improvement of Professional Military Education, replacement of outdated and inadequate facilities, other quality of life facilities, and correction of safety and encroachment issues.
- The USMC has four major funding areas where recapitalization and modernization initiatives in infrastructure and facilities are programmed: Bachelor and Family Housing; Facility Sustainment, Restoration and Modernization; Military Construction; and Military Construction, Navy Reserve.

Bachelor Housing. Bachelor enlisted housing is the Commandant's top Military Construction priority. The Marine Corps currently maintains over 100,000 bachelor enlisted housing spaces worldwide.

- In FY12, the Marine Corps is requesting \$58 million to support this program and we are working towards constructing approximately 800 new barracks spaces.
- This investment, along with nearly 25,000 new spaces programmed since FY08, will provide much needed support to have all single Marines adequately housed.
- Barracks are a critical element in supporting our warfighters. The Bachelor-Enlisted-Quarters initiative focuses on our enlisted troops and their quality of life within our barracks.
- The USMC is the youngest, most junior, and least married of the four military Services. Providing appropriate and comfortable living spaces that positively impact the morale and development of these young men and women makes sense.
- We are also committed to funding whole room barracks furnishings on a seven-year replacement cycle and prioritizing barracks repair projects to preempt a backlog of repairs.
- The Marine Corps' goal is to provide a 2+0 room standard that allows two junior enlisted Marines (E1-E3) to share a room and bath. We believe that assigning two junior Marines to a room is the correct balance between the privacy desired by the Marines and the Marine Corps' goals of providing companionship, camaraderie, and unit cohesion.
- This balance provides the atmosphere we believe is necessary to motivate, train and develop Marines, while fostering unit integrity. Noncommissioned officers (E4 and E5) are provided a private room with bath in a 2+0 room.
- With your continued support, the Marine Corps is on track to obtain our goal to achieve the 2+0 standard for all of our Marines by 2014.

Family Housing. Marine Corps families are an integral component of readiness. We must always remember that Marines and their families serve out of a sense of duty and loyalty to our country and, as they do so, face the difficulties of the military lifestyle - frequent relocations often far from extended family and frequent deployments that separate families for months at a time. We have a responsibility to provide adequate family housing to our families.

- We continue to increase both the quantity and quality of our family housing inventory through public private ventures (PPVs) and military construction where necessary.

- In addition to PPV initiatives for family housing, continued support for full funding of the Basic Allowance for Housing (BAH) allows more families to access quality, affordable housing in the local community. This is important since more than two-thirds of Service members do not live on a military installation.
- However, many families continue to prefer to live in military or PPV housing for a number of reasons, including economics, safety, schools, and community support. Public private ventures, combined with traditional military construction, will continue to build and improve the homes necessary to supplement local community housing.
- We have over 24,000 owned, leased, or PPV family housing units worldwide.
- Thanks to your support over the last year, we were able to award projects for additional privatized housing at Marine Corps Base Camp Lejeune, North Carolina; Marine Corps Air Ground Combat Center Twentynine Palms, California; and at Marine Corps Base Hawaii. We were also able to continue progress on our series of planned renovations to our housing in Iwakuni, Japan.
- In 2001, the Marine Corps had nearly 17,700 inadequate housing units, with the majority of those units requiring significant revitalization or replacement.
- Based on contracts in place by the end of FY07, the USMC has met DoD's goal to eliminate inadequate housing by 2007 and will complete the build-out by 2014.
- The funding provided by Congress in FY10 provided almost \$128M million for public private venture (PPV) seed money, operations, maintenance, sustainment and restoration for family housing. This request included \$79 million for PPV seed money, \$15 million for traditional military construction, and \$34 million for family housing operations.
- Your support for this request allowed us to continue to address the requirement for additional family housing resulting from Grow the Force increases and sustaining and modernizing our remaining government-owned housing.
- This PPV seed money will permit construction of approximately 230 new units and a DoD Dependent school addition at Marine Corps Base Camp Lejeune, North Carolina.
- Our PPV program continues to allow the Marine Corps to leverage private sector funds. In addition to government financing, the private sector contributed development capital for PPV projects in FY10. We are using traditional military construction to sustain and restore mid-rise units for Marines at Marine Corps Air Station Iwakuni, Japan and restore the National Historic Landmark Home of the Commandants on the Marine Barracks in Washington, District of Columbia.

- Our FY12 family housing budget request of \$53 million includes \$26 million for improvements to 76 homes at MCAS Iwakuni, Japan and for the operations, maintenance, and leasing of 1,100 units located worldwide.

Public Private Ventures. We have privatized over ninety-seven percent of our world-wide inventories to date and continue to see success from our PPV projects across Marine Corps installations in Arizona, California, Georgia, Hawaii, Massachusetts, Missouri, New York, North and South Carolina, and Virginia. PPVs have not only improved the homes in which our families live, they are also providing community support facilities such as community centers, playgrounds and greenscapes that help create neighborhoods and a sense of community for our Marines and their families. Resident satisfaction with both the quality of their home and the service provided continues to increase every year. With almost our entire domestic inventory privatized, we will continue to build on our prior successes and use PPVs to help us address most of our remaining housing requirement.

Facility Sustainment, Restoration, and Modernization. Facility sustainment funding is critical to keeping our buildings ready to support the mission and provide an acceptable quality of life. In the past, our infrastructure could not be replaced at an appropriate rate, causing portions of it to deteriorate. As a consequence, the Marine Corps has had to use an increasing percentage of its facility sustainment funds to bind together old, inadequate buildings throughout the course of their service life, rather than maintaining newer, more economical structures resulting in significant numbers of facility sustainment projects being deferred due to a lack of funds. This directly impacted the living and working conditions in barracks, mess halls, and other facilities, in highly visible and negative ways. In addition, we suffered a "quiet crisis" with respect to less obvious repairs to steam plants, airfields, sewer lines, and roads. These requirements are no longer being ignored.

- A few years ago, the Office of the Secretary of Defense (OSD) developed a model to determine the amount of funding we need to sustain our facilities. This model continues to be refined and strengthened.
- Since inception of the model, and because of the funding standards put in place by OSD, we have done very well in programming and execution of sustainment.
- In fact, in FY 2006, 2007, and 2008 our sustainment rate is over 100 percent. In 2009 and out, however, OSD set our programmed sustainment rate at 90 percent of the model.
- This equates to \$592 million in FY12. This level allows for a slow degradation of our facilities and allows the remaining 10 percent to move to meet more urgent operational needs elsewhere.
- This, along with low Operation and Maintenance (O&M) recapitalization funding in FY12 of \$49 million, over the next few years will take us back to where we were prior to the implementation of the sustainment model.
- However, since we now have metrics and tools that will alert us to the coming degradation, corrections can be made accordingly in future budgets.

Military Construction. For the fourth year in a row, the FY10 funding provided by Congress represented a significant increase from historical funding levels. In 2010, over \$2.7 billion in funding will provide facilities that address long-standing requirements at our bases and stations and support the increased end strength across the Marine Corps. It is always a pleasure to visit our installations and hear young Marines talk about the work they perform in these new facilities.

- Our FY12 budget request of \$1.4 billion continues to support our Marines. Funds are being requested to support Bachelor Enlisted Quarters, Joint Strike Fighter and MV-22 support facilities, quality of life improvements, such as a child development center and fitness facility at Twentynine Palms, utilities and infrastructure improvements, and training and professional military education facility improvements.
- Additionally, the FY12 budget request includes funding to support the relocation of Marines to Guam.

- Our Military Construction program is a key to success in achieving and sustaining our new force structure and maintaining the readiness of our Marines.

Marine Corps Exclusive, Military Construction, Navy Reserve. The Marine Forces Reserve is an integral and vital portion of our Marine Corps total force. Marine Forces Reserve is comprised of almost 39,600 Select Marine Corps Reserve personnel at approximately 183 sites, dispersed throughout 48 states, Washington D.C., and Puerto Rico. The Military Construction, Navy Reserve program for exclusive Marine Corps construction must effectively allocate limited funding to address at least \$140 million in deferred construction projects. As these numbers suggest, maintenance of adequate Marine Corps Reserve facilities presents a considerable challenge:

- Over 57 percent of the reserve centers our Marines train in are more than 30 years old and of these, 44 percent are more than 50 years old.
- The equipment our Marines use today is bigger, heavier, wider, and longer, creating support requirements that these antiquated facilities cannot meet.
- The electrical demand on our facilities because of modern equipment has increased significantly.
- Appropriately constructed or modified maintenance facilities, as well as adequate electrical power and other support infrastructure upgrades, are necessary to maintain combat readiness.
- We still continue to use facilities built to accommodate manual typewriters, M151 jeeps, and M-48 tanks.

To help us address these challenges, the FY12 budget request includes \$8 million for Military Construction, Navy and Marine Corps Reserves. This program addresses pressing requirements and will provide a new Reserve Training Center and a vehicle maintenance facility

in Memphis, Tennessee. Additionally, we and the Navy are working together with the Army to fund a joint reserve complex in Indianapolis, Indiana.

Conclusion

Whether serving in combat or in garrison, Marines are guided by *honor, courage and commitment*. These core values have been the compass for every Marine's service throughout our rich history. Leadership, hard training, and a willingness to sacrifice have forged our Corps into one of the most capable fighting forces the world has ever known. Our Marine Corps has remained true to these values for 235 years. As we continue to transition and align our programs and services to meet current and future challenges, we will continue to be fiscally responsible and frugal with taxpayers' dollars. As always, we are grateful for your sustained support.

