

**NOT FOR PUBLICATION UNTIL RELEASED  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

**STATEMENT OF  
MAJOR GENERAL DARRELL L. MOORE  
UNITED STATES MARINE CORPS  
BEFORE THE  
SENATE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON DEFENSE  
– *GUARD AND RESERVES* –  
ON  
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## ***Introduction***

Chairman Inouye, Ranking Member Cochran, and distinguished Members of the Subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve and our Marine Reservists, who truly epitomize the Marine Corps' values of honor, courage and commitment. I would also like to take this opportunity to discuss what the operational Reserve means for the defense of our Nation, support to its combatant commanders and commitment to our international partners.

First and foremost, Marine Forces Reserve continues to be an integral element of the Total Force Marine Corps. 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 this Nation's call to arms. Accordingly, the U.S. Marine Corps Reserve is organized, equipped and trained in the same manner as the Active Component Marine Corps, and consequently, is interchangeable and forever leaning forward to deploy in any clime or place.

Commandant of the Marine Corps Gen. James F. Amos recently stated in his planning guidance that "the Marine Corps is America's Expeditionary Force in Readiness." General Amos' March 1, 2011, report to the House Armed Services Committee on the posture of the United States Marine Corps specifically addressed the Marine Corps Reserve's operational orientation within the Expeditionary Force in Readiness construct: "The transition in utilization of the Marine Corps Reserve from a strategic to operational Reserve, as affirmed by the Marine Corps' recent force structure review, expands the Corps' ability to perform as America's Expeditionary Force in Readiness.

The Marines themselves, most of whom came to our 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 continue to be humbled on a daily basis in 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 great Nation. The way they balance their family responsibilities, civilian lives, and occupations -- and still stay Marine -- continues to

amaze 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.

### ***An Operational Reserve***

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

In addition to our service in and around combat zones, your Marine Corps Reserve's response to our Nation's needs echoes the February 2010 Quadrennial Defense Review, which called for a Reserve Component that can serve in an operational capacity for predictable routine deployment. Accordingly, today's Marine Corps Reserve fully embodies the operational Reserve concept and has shaped itself to continue in this operational manner for the foreseeable future.

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. I am pleased to report that we are prepared to provide that persistent capacity. The nature of the fight in Afghanistan, for instance, is particularly suited to our Marine Reservists. It is a thinking man's fight that requires solutions at the grassroots level where our Marines operate best, which is among the population as evidenced by our combat prowess and "Small Wars" mindset. To be sure, our recent successes in Iraq were hastened by the types and quality of individuals we have in our ranks, who often utilized civilian skills in ways not necessarily anticipated, but ultimately proving pivotal to the success in Al Anbar Province. I expect no difference with our Marine Reservists in Afghanistan. That maturity, creativity and confidence is what an operational Reserve brings to the fight. In fact, your Marine Corps Reserve is more highly trained, capable, and battle-tested than at any time since the Korean War. Without reservation, your Marine Corps Reserve continues to be an integral part of the Total Force Marine Corps, and its strength lies in the fact that Marine Corps

Reservists blend seamlessly into the gaining force regardless of whether they deploy as individual augments, members of detachments, or operational units.

As of January 31, 2011, more than 58,000 Reserve Marines have mobilized in support of Overseas Contingency Operations, previously the Global War on Terrorism, since September 11, 2001. The vast majority of these Marines deployed to the U.S. Central Command's area of responsibility, which includes Iraq, Afghanistan, and previously, the Horn of Africa. 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. Thousands of other Marine Reservists deployed in support of combatant commanders' Theater Security Cooperation initiatives to South America, Eastern Europe, Asia, Africa, Australia, and various Pacific island nations. This year will be no different as Marine Reservists are scheduled to support planned exercises in Norway, Peru, Belize, Uganda, Estonia and Morocco, and again in various nations in Asia and the Pacific islands.

Our Force Generation Model is one of the important planning mechanisms for an operational Reserve. The Model, which was developed and implemented during October 2006, continues to provide long-term and essential predictability of future activations and deployments for our Reservists. The Model provides my Marines, their families, and their employers, the capability to plan their lives five or more years out. It empowers them to strike the critical balance between family, civilian career, and service to the Nation, while allowing employers the time to manage the temporary 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 enabling Active Component combat units to start realizing an approximate 1:2 deployment-to-dwell, which was established by the Secretary of Defense.

The Force Generation Model is a relatively simple management tool based on one-year activations, to four-plus years in a non-activated status, which makes continued programmed utilization of the Marine Corps Reserve sustainable at 1:5 deployment-to-dwell over the long term. In fact, the Marine Corps Reserve can potentially source 3,000 Marines per rotation and 6,000 Marines annually at a 1:5 deployment-to-dwell as programmed in the Force Generation Model. Furthermore, projecting predictable activation dates, mission assignments and

geographical destination years in advance enables my units to orient training on core mission requirements early in the dwell period, then transition the training focus to specific mission tasks as soon as the unit is 12-18 months from activation.

Marine Forces Reserve operations continued on a high operational tempo as we supported all of the geographical combatant commanders across the globe. Our Force units and major subordinate commands – the 4<sup>th</sup> Marine Division, 4<sup>th</sup> Marine Aircraft Wing, and 4<sup>th</sup> Marine Logistics Group -- were called upon to provide 1,920 Marines to support Operation Enduring Freedom and are in the final stages of preparing another 3,147 Marines to deploy this Fiscal Year. Marine Forces Reserve also deployed Marines to a plethora of theater specific exercises and cooperative security efforts, which were designed to increase interoperability with our Partnership For Peace NATO allies as well as for developing Theater Security Cooperatives in countries such as Morocco, Mozambique, Romania, Georgia, the Black Sea region and partners throughout the Pacific Rim.

Marine Forces Reserve's operational focus will continue to directly support the geographical combatant commanders this Fiscal Year in various roles that includes multiple bilateral exercises, such as Western Accord in Senegal, Sea Breeze in the Ukraine, African Lion in Morocco, and Agile Spirit, which is an ongoing effort with the Georgian Army in and around Tbilisi. The way ahead for Marine Forces Reserve includes building partner capacity in the Black Sea region on behalf of the geographical combatant commander by providing Marine Reservists to conduct operations of various sizes and complexities throughout the region to assure stability and sustainability in this high priority geopolitical region.

For the third year in a row, Marine Forces Reserve will sponsor exercise Javelin Thrust stateside this July, which will focus on Marine Air-Ground Task Force core competency training. Javelin Thrust 2011 will be conducted aboard installations throughout the Western United States with both virtual and real world aspects to the exercise. The scenario of this year's event is tailored to the current operating environment. A criterion for participating units was based on their future deployment schedule according to the Force Generation Model. Javelin Thrust will provide all elements of the Marine Air-Ground Task Force with the opportunity to complete some of the training necessary to expeditiously forward-deploy competently in any operational environment. Additionally, individuals serving on the exercise's Marine Air-Ground Task Force staffs will receive training that will enable them to competently perform as individual augments

on a Marine Air-Ground Task Force staff or joint staff overseas. In addition to involving all of Marine Forces Reserve's Force units and three major subordinate commands, this year's exercise will include an integrated Active Component and Reserve Component headquarters. This aspect of the exercise is aimed at validating the Total Force approach with an emphasis on interoperability of Active Component and Reserve Component Marine forces.

In addition to operational requirements, Marine Forces Reserve personnel and units conduct community relations events nationwide. Due to the command's unique geographical dispersion, Marine Forces Reserve personnel and units are advantageously positioned to interact with the American public, telling the Marine Corps story to our fellow citizens who typically have little or no contact with the Marine Corps.

During the previous year, Marine Forces Reserve supported more than ten significant community relations events, which included among others: Marine Week Boston, Armed Forces Bowl in the Dallas/Ft. Worth area, New York City Fleet Week, Baltimore Fleet Week, Public Service Recognition Week and Joint Service Open House in the District of Columbia area, and the commissioning of the USS New York. Marine Forces Reserve also supported more than 50 community relations events of a lesser scale that included various air shows, memorials and assorted flyovers across the Nation. Additionally, more than 200 community events of a routine nature were supported across the Nation, such as color guard details, vehicle and weapon static displays, and guest speakers.

The significant community relations events required a footprint of Marine Forces Reserve assets that mirrored an operational Marine Air-Ground Task Force in structure. Of note is the Marine Week concept, which was held in Boston during Fiscal Year 2010. The Marine Week concept is a strategic communication initiative created to articulate to the American public what the U.S. Marine Corps stands for, what we do, who we are and what the Corps aspires to accomplish in the future. This successful week-long event encompassed a series of more than 60 smaller events, which included formal ceremonies, various static displays of aircraft, vehicles and weapons, and other outreach events such as sports demonstrations and concerts. Marine Forces Reserve was the lead element for Marine Week Boston, with the 24th Marine Regiment sourcing the Marine Air-Ground Task Force command element and the subordinate units. Marine Forces Reserve will take the lead once again for Marine Week St. Louis this June and is likely to form the command element on behalf of the Marine Corps for all Marine Weeks

hereafter due to our national footprint, deep connection with local communities, and integration of Active and Reserve Component personnel at our Reserve sites across this great Nation.

### ***Personnel***

Marine Forces Reserve consists of the Selected Marine Corps Reserve and the Individual Ready Reserve, which form the Ready Reserve. The Selected Marine Corps Reserve is comprised of Marines in Reserve units, those in the Active Reserve program, Individual Mobilization Augmentees, and those in initial training. These categories of Marines form the inventory of the Selected Marine Corps Reserve's authorized end strength of 39,600.

We continue to enjoy strong accessions and an increase in retention over the historical norm, which greatly enhanced our ability to improve our end strength during Fiscal Year 2010. Our bonus and incentive programs for Reserves were essential tools in achieving more than 99 percent of our authorized end strength. Continued use of these programs will remain critical to both meeting our overall end strength this Fiscal Year and to continue shaping our Force. Our authorized end strength of 39,600 is appropriate for providing us with the Marines we require to support the Total Force while achieving the Commandant's goal of a 1:5 deployment-to-dwell for Selected Marine Corps Reserve units.

I am pleased to report that the Marine Corps / Navy Reserve Team is as strong as ever. In the past year the Navy made sure that Marine Forces Reserve units were fully manned and supported with Program 9 – U.S. Navy personnel in support of Marine Forces -- and Health Service Augmentation Program personnel during all deployment phases. Five hundred thirty-six U.S. Navy personnel were sourced to staff Marine Forces Reserve units that deployed to Iraq and Afghanistan, as well as numerous joint and/or 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 my major subordinate commands, to source 100 percent of all requirements.

Manning to authorized end strength requires an institutional approach. The Marine Corps is unique in that all recruiting efforts 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, Marine Corps Reserve units rely primarily upon a first-term enlisted force. Marine Corps Recruiting Command achieved 100 percent of its recruiting goal for non-prior service recruiting (5,868) and prior service recruiting (4,209) for Fiscal Year 2010. As of February 28, 2011, 2,576 non-prior service and 1,340 enlisted prior service Marines have been accessed, reflecting 45.86 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.

Officer recruiting remains our most challenging area. Historically, the Active Component Marine Corps has been the exclusive source of senior lieutenants and captains for the Marine Corps Reserve, and it remains a source of strength in meeting our company grade requirements. Through our transition assistance and educational outreach programs, we continue to ensure that each transitioning Active Component Marine is educated on continued service opportunities in the Marine Corps Reserve. To compliment the Active-to-Reserve Component company grade accessions, we continue to offer three recently-implemented Reserve commissioning initiatives that focus exclusively on the most crucial challenge of manning the Marine Corps Reserve with quality company grade officers. These Reserve commissioning initiatives are the Reserve Enlisted Commissioning Program (RECP), which was expanded to qualified active duty enlisted Marines in addition to qualified Reserve enlisted Marines; Meritorious Commissioning Program – Reserve (MCP-R), which is open to individuals of the Active and Reserve Components who have earned an Associate’s Degree or equivalent in semester hours; and Officer Candidate Course – Reserve (OCC-R). Since 2004, these three programs have produced a total of 330 lieutenants for the Marine Corps Reserve. The OCC-R program has been the most successful of the three Reserve commissioning initiatives, producing 296 officers. It focuses on ground billets with an emphasis on ground combat and combat service support 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 together, these programs, combined with our prior service recruiting efforts, are projected to provide at least 90 percent manning of critical combat arms and engineer company grade officer billets by Sept. 30, 2015.

Regarding retention, all commanders and senior enlisted leaders across Marine Forces Reserve are tasked to retain quality Marines through example, mentoring, and information and

retention programs. This takes place across the Marine experience, not just in the final days of a Marine's contract. Those approaching the end of their current contracts -- Active or Reserve Component -- receive more focused counseling on the tangible and intangible aspects of remaining associated with, or joining, the Selected Marine Corps Reserve.

Your continued support regarding enlistment, affiliation, and re-enlistment bonuses along with other initiatives greatly influences my ability to gain and retain the very best. I 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.

### ***Equipment***

Established by the Commandant in his planning guidance, the Marine Corps' number one focus is to provide the best trained and best equipped Marine units to Afghanistan. Accordingly, Marine Forces Reserve has two primary equipping priorities -- equipping individuals who are preparing to deploy and sufficiently equipping units to conduct home station training. I directed my staff to dedicate its efforts to ensure that every member of Marine Forces Reserve deploys fully equipped with the most current authorized Individual Combat Equipment and Personal Protective Equipment. Accordingly, we continue to equip individuals and units during their dwell periods with the best available equipment tailored specifically to their next mission in accordance with the Force Generation Model.

Whereas individuals receive 100 percent of the necessary war fighting equipment, Marine Forces Reserve units are equipped to a level identified as a Training Allowance. The Training Allowance is the amount of equipment required by each unit to most effectively conduct home station training. My guidance to my commanders is to establish their Training Allowance to enable them to maintain the highest training readiness as defined by their mission requirements. As a contributing component of the Total Force Marine Corps, Marine Corps Reserve units are equipped with the same equipment that is utilized by the Active Component Marine Corps, but in quantities tailored to fit Reserve Training Center capabilities. To be sure, it is imperative that our units train with the same equipment they will utilize while deployed. I am pleased to report that as a whole, we are adequately equipped to effectively conduct home station and Force-level training.

Although we have been engaged in combat operations for almost a decade, our equipment readiness rates remain above 97 percent. To maintain this level of readiness, we have relied heavily on supplemental funding in the Overseas Contingency Operational funding. Your continued support in this category has been critical in maintaining our current level of equipment readiness for combat operations and resultant contribution to Marine Corps combat capability.

Several resources and programs combine to form the basis to the Marine Corps Reserve approach to maintenance. Routine preventive and corrective maintenance are performed locally by operator and organic maintenance personnel. This traditional approach to ground equipment maintenance was expanded to include an increasing reliance on highly effective contracted services and depot-level capabilities, which were provided by the Marine Corps Logistics Command. Over the past year, we experienced significant success with the Marine Corps Logistics Command's "*Mobile Maintenance Teams*" that have provided preventive and corrective maintenance support to all 183 Marine Corps Reserve sites across the United States. This maintenance augmentation effort has directly improved our equipment readiness as well as provided valuable "hands on" training to our organic equipment maintainers. Additionally, the Marine Corps Logistics Command's "*Enterprise Lifecycle Maintenance Program*" provides for the rebuilding and modifying of an array of principal end items, such as the Light Armored Vehicle, the Amphibious Assault Vehicle and our entire motor transport fleet. Finally, we continue to reap significant benefits from the Marine Corps Corrosion Prevention and Control Program. Dollar for dollar, this program has proven highly effective in the abatement and prevention of corrosion throughout the Force. Collectively, these initiatives and the hard work and dedication of our Marines and civilian Marines across Marine Forces Reserve sustain our ground equipment readiness rates at or above 97 percent.

National Guard and Reserve Equipment Appropriations have been an important element of the Total Force Marine Corps ability to modernize the Reserve Component and have ensured that there is maximum compatibility between the Reserve and Active Components. During Fiscal Years 2008, 2009 and 2010, Marine Forces Reserve received \$45 million, \$65 million, and \$45 million respectively through National Guard and Reserve Equipment Appropriations. We used these funds to augment regular procurement dollars and accelerate the fielding of various programs that touch every element of the Marine Air-Ground Task Force.

With the Fiscal Year 2008 National Guard and Reserve Equipment Appropriation, we applied funding towards upgrades of aircraft which included the KC-130T, the F/A-18 and the UH-1. These upgrades enabled us to maintain compatibility with airframes being employed by the Active Component Marine Corps. We also purchased an operation support airlift UC-12 aircraft for our VMR Detachment at Naval Air Station Joint Reserve Base New Orleans. Funds were also used for Tactical Remote Sensor Suites and the Rover III Forward Air Control communications capability. Both of the previous items added to our ability to enhance command and control. Lastly, we invested in four modeling and simulation programs that increased the effectiveness of our Reserve training while reducing our training costs. These included two mobile HMMWV Egress Assistance Trainers, seven Medium Tactical Vehicle Replacement Operator Trainers, one Virtual Combat Convoy Training System, and 135 Digital-Virtual Training Environment suites.

During Fiscal Year 2009, the Congress initially appropriated \$40 million in National Guard and Reserve Equipment Appropriations. An additional \$25 million was subsequently provided in that year's supplemental. These funds provided Marine Forces Reserve with additional aircraft upgrades for the UH-1 and improved survivability of our UC-35 aircraft, additional command and control items with purchases of additional Tactical Remote Sensor Suites, Digital Terrain Analysis Mapping Systems, a Counter Intelligent/Human Intelligence Equipment Package, and various tactical laptop computers; supporting arms upgrades for our Digital-Virtual Training Environment program; 43 Logistics Vehicle System Replacements; and 22 upgraded Light Armored Vehicles, which are a critical component to the Marine Air-Ground Task Force's combat power and mobility.

With the \$45 million in Fiscal Year 2010 National Guard and Reserve Equipment Appropriation, we increased our investment in Light Armored Vehicle purchases by ordering nine additional 25mm canon variants and five command and control variants. We also purchased an Air Traffic Control simulation package, which will greatly improve the training capability for our Air Traffic Control Marines.

In our Fiscal Year 2012 National Guard and Reserve Equipment Report published in February, we identified four modernization priorities that could be funded with the Fiscal Year 2011 National Guard and Reserve Equipment Appropriations you have already provided. The first priority is to procure the remaining Light Armored Vehicles for our 4<sup>th</sup> Light Armored

Reconnaissance Battalion. At the time the report was published, we had 42 vehicles which still needed to be procured at a total cost of \$109 million. Since that report was published, the Marine Corps has taken advantage of its repair depots' ability to convert recently-returned A1 variant Light Armored Vehicles into A2 variants. This reduces our anticipated gap to 27 vehicles at an estimated cost of \$68 million. Using a portion of the \$70 million provided in the 2011 Department of Defense and Full-Year and Continuing Appropriations Act, we intend to procure ten additional Light Armored Vehicle Logistics variants, which will further close out our Light Armored Vehicles gap.

In the Fiscal Year 2012 National Guard and Reserve Equipment Report, we also discussed our priority to accelerate fielding of our KC-130J fleet. The KC-130J has already been fielded to the Active Component Marine Corps while the KC-130T will remain in service in the Reserve Component from now until beyond the year 2020. The first Reserve Component KC-130J is not scheduled for delivery until 2014. These two aircraft are very different airframes, each requiring completely different logistical, maintenance, and aircrew requirements. The longer we maintain both airframes, the longer we have to invest in twice the logistics, twice the maintenance training, and twice the aircrew training. The total cost to purchase all 28 Reserve Component KC130J aircraft is more than \$2 billion. Currently, only 9 of the 28 airframes are funded within the Future Years Defense Plan.

The third priority outlined in the Fiscal Year 2012 National Guard and Reserve Equipment Report is the procurement of a KC-130J Weapons System Trainer for the Reserve Component at a cost of approximately \$25 million. As we transition models, there will be a need for this simulator in order to maintain combat qualifications. Without one in the Reserve Component, our aircrews will be competing for time in active component simulators, which are already over-scheduled.

The fourth priority outlined in the Fiscal Year 2012 National Guard and Reserve Equipment Report is the modernization of our aging Logistics Vehicle System fleet. In addition to the 43 Logistics Vehicle System replacements purchased with the Fiscal Year 2009 National Guard and Reserve Equipment Appropriation, we requested to purchase an additional 108 vehicles using a significant portion of the \$70 million provided in this year's appropriation Act. This not only provides for an additional 58 cargo variants, but also provides 37 tractor variants

and 13 wrecker variants. The tractor and wrecker variants are just reaching full rate production and this investment continues to enhance our compatibility with the Active Component.

## ***Training***

Language and culture training is available to all Marine Reservists and is delivered via a variety of techniques, from live instruction to portable media to web-based tutorials and applications. Our Afghanistan culture training leverages academia, utilizes Afghan-American expertise, and includes web-host detailed and tailored courses of instruction. These courses can be accessed by any computer and have the added functionality of being iPod-compatible to download for transportability and accessibility by our Marines. We are also beta-testing our first Pashtu language course for our next infantry battalion deploying to South Asia. This is an 18-week course that is a webinar-linked program, which allows geographically separated Marines and instructors to “meet” in a virtual classroom that consists of using course-provided computing systems. It’s synonymous with the program Special Operations Command has been running for a number of years. This course is directed to provide Pashtu language capability down to the squad level with participants at the rank of lieutenant, sergeant, corporal and below. Additionally, my Marines also participate in introductory Pashtu immersion training, which is conducted in five-week blocks of instruction and is supported by the Partner Language Training Center Europe (PLTCE) Garmisch, Germany. Lastly, given that our Marines deploy throughout the globe, we access a variety of other sources of language and cultural training such as the Marine Corps’ Center for Advanced Operational Culture and Language, the Defense Language Institute and Regional Language Centers. Your continued support for these enhanced language and culture learning opportunities is crucial to our competence in the current fight in Afghanistan.

One of the most exciting areas where we continue to transform the depth and scope of our training remains the cutting-edge arena of Training Simulation. Marine Forces Reserve continues to field 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. These simulators make it possible for the Marines to “employ” a variety of infantry weapons -- pistol through heavy machinegun -- in rifle squad scenarios.

Another simulator, the Virtual Combat Convoy Trainer-Reconfigurable Vehicle System, provides invaluable pre-deployment training for the drivers of all makes and models of tactical vehicles. This trainer provides various conditions of terrain, road, weather, visibility and vehicle condition as well as various combat scenarios, which includes routine movement, ambush, and IED, among others. The Virtual Combat Convoy Trainer-Reconfigurable Vehicle System 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 and have doubled student throughput.

Another training simulation technology that has been fielded is the Deployable Virtual Training Environment, which provides small-unit echelons with the opportunity to continuously review and rehearse command and control procedures and battlefield concepts in a virtual environment. The Deployable Virtual Training Environment provides individual, fire team, squad and platoon-level training associated with patrolling, ambushes and convoy operations. Additional features of the Deployable Virtual Training Environment 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.

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

It is important to recognize the key role Congress has played in the fielding of these advanced training systems, all of which have been rapidly acquired and fielded with supplemental and National Guard and Reserve Equipment Appropriations funding.

## ***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, three family housing sites, and a Marine barracks. Most of our Reserve sites are openly located within civilian communities, which require close partnering with state and local entities nationwide. Additionally, the condition and appearance of our facilities informs the American people's perception of the Marine Corps as well as 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, which was complemented by an additional \$39.9 million in stimulus dollars from the American Recovery and Reinvestment Act (ARRA) of 2009. The ARRA funding was applied to 25 projects currently underway across 11 states that are providing much needed repairs, renovations or enhancing energy efficiency. Other projects funded by ARRA dollars include upgrades to meet antiterrorism force protection standards and compliance with American with Disability Act access.

The Base Realignment & Closure 2005 and our normal Military Construction Naval Reserve (MCNR) Program enabled us to repair and upgrade sites across the country with projects continuing to completion in 2011, including replacement of more than 28 of our 183 Reserve centers in the next two years. This represents the largest movement and upgrade in memory for the Marine Corps Reserve.

Marine Forces Reserve's 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 Military construction (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 award this year of our first LEED Silver rehabilitation project in Baltimore, Md., which is a potential first for the

Marine Corps as well. All of our MCNR projects since Fiscal Year 2009 are on track to comply with directives to achieve LEED silver or higher as funding profiles permit.

We are presently conducting energy assessments of all our 32-owned sites along with preparation of smart metering technology for each to enhance conservation and management. The Marine Forces Reserve approach combines efficiency, conservation, and renewable aspects to achieve optimal return on investment. We completed six solar energy and lighting projects at Reserve centers in California and have one solar project slated for completion in Louisiana as well. Our six wind turbine projects continue to proceed with suitability and environmental evaluations. Initial findings indicate that some projects may come on line during Fiscal Year 2012 with an anticipated payback of as little as eight years. Our investment and implementation of these technologies provides energy security, efficiency, and cost avoidance for our geographically-dispersed sites.

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 Reserve construction has been effectively prioritized by the Marine Corps within the FYDP to optimize our efforts in addressing the estimated \$132 million in needed construction projects for our aging infrastructure. Increases in our baseline funding over the last six years have helped Marine Forces Reserve improve our overall facility readiness. More than 27 percent of the Reserve centers our Marines train in are more than 30 years old and of these, 55 percent are more than 50 years old. Past authorizations have improved the status of facilities in the 30 to 50 year range and continued investment will allow for further modernization. The \$35 million in additional MCNR funding in Fiscal Year 2010 enabled Marine Forces Reserve to commence several additional projects that further improved our readiness in both training and improvement of facilities infrastructure at greater rates than normal.

The Base Realignment & Closure 2005 continues to move forward and the Marine Corps Reserve will relocate units to ten consolidated Reserve centers this fiscal year. Marine Forces

Reserve is executing 25 of the Marines Corps' 47 Base Realignment & Closure-directed actions. Of these 25 Base Realignment & Closure actions, 21 are linked to Army and Navy military construction projects. Our Base Realignment & Closure plans are tightly linked to those of other Services and government agencies as we develop cooperative agreements to share Reserve centers and coexist in emergent joint bases. All remaining Marine Corps Reserve Base Realignment & Closure closures are on track for successful completion within the directed timelines.

Of special note is the movement of my Headquarters -- Marine Forces Reserve -- and consolidation of our major subordinate commands in New Orleans, La. This unique Base Realignment & Closure project, which integrated state, local and federal efforts, is now well underway for the new headquarters compound and is tracking for an early completion. The State of Louisiana is providing construction dollars for the new headquarters facility, which saves the Federal Government more than \$130 million. The Department of the Navy is providing the interior finishings, information technology, and security infrastructure in accordance with the lease agreement. This building will incorporate multiple energy and environmentally friendly processes to meet Leadership in Energy and Environmental Design certifiable standards. We were assisted by the Department of Energy's Federal Energy Management Program to identify future projects, which will further 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.

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

Our Marines, Sailors and their families remain our highest priority. Therefore, we remain keenly attentive to their health and resiliency. Taking care of them is a sacred trust and a continuous process. During dwell, our health services priority is to attain and maintain the Department of Defense goal of 75 percent Fully Medically Ready. In Fiscal Year 2010, Marine Forces Reserve individual medical and dental readiness rates were 70 percent and 78 percent respectively. This reflects a continued improvement trend in overall individual medical readiness for the Force.

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

The Reserve Health Readiness Program is the cornerstone for individual medical and dental readiness. This program funds contracted medical and dental specialists to provide health care services to units not supported by a military treatment facility. During Fiscal Year 2010, the Reserve Health Readiness Program performed 10,947 Periodic Health Assessments; 2,803 Post-Deployment Health Reassessments; and 7,821 Dental Procedures. TRICARE Reserve Select, a premium-based health care plan, is also available to our Marines, Sailors and their families.

Behavioral health has increasingly become an integral part of medical readiness over the past few years. Navy medicine continues to address this complex issue through various independent contracted programs, such as the Post Deployment Health Reassessment and the Psychological Health Outreach Program. The Post Deployment Health Reassessment identifies health issues with specific emphasis on mental health concerns, which may have emerged since returning from deployment. The Psychological Health Outreach Program addresses post-deployment behavioral health concerns through a referral and tracking process. The above programs have proven effective in the overall management of identifying those Marines needing behavioral health assistance and have provided an avenue to those Marines seeking behavioral health assistance.

The Commandant has also directed that we more fully integrate behavioral health services to help reduce redundancies and ultimately improve the overall quality and access to care. The Marine Corps is taking action to develop an integrated service delivery that provides innovative, evidence-based practices to commanders, Marines, and their families. This service delivery will be woven into the larger support network of our command structures and health and human services across the Marine Corps to better build resilience and strengthen Marines and families. This efficiency initiative successfully integrates our Combat and Operational Stress Control, Suicide Prevention, Sexual Assault Prevention and response, Substance Abuse

Prevention and Family Advocacy Programs and will be instrumental in synchronizing our prevention efforts.

Combat and Operational Stress Control training for leaders is being incorporated throughout Marine Forces Reserve at all levels. All units deploying more than 90 days receive pre-deployment training for Marines, Sailors, leaders, and families.

Currently, we are implementing the Operational Stress Control and Readiness (OSCAR) training. This training provides knowledge, skills, attitudes, and tools required to assist commanders to prevent, identify, and manage combat and operational stress problems as early as possible. Your continued support enables us to continue to take care of our Marines, Sailors and their families.

### *Quality of Life*

My commitment to our Marines and Sailors in harm's way extends to their families at home. As part of Marine Corps reforms to enhance family support, we continue to place full-time Family Readiness Officer (FROs), which will be staffed entirely by civilians, at the battalion/squadron level and above to support the Commandant's family readiness mission. As you might imagine, an organization that is spread across the nation and overseas has unique challenges, but communication technologies, improved procedures, and processes have effectively integrated our efforts to more effectively inform and empower family members, -- 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 FROs at the battalions and squadrons bridges many gaps and overcomes many challenges that are unique to the Reserve Component. To be sure, the placement of Family Readiness Officers is a low cost solution that provides a significant return on investment.

We fully recognize the strategic role our families have in personal and operational 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 has fully implemented the Yellow Ribbon Reintegration Program, much of which we've 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.

The Marine Forces Reserve Lifelong Learning Program continues to provide educational information to service members, families, retirees, and civilian employees. More than 1,400 Marine Forces Reserve personnel (Active and Reserve) enjoyed the benefit of Tuition Assistance, utilizing more than \$3.6 million that funded more than 4,600 courses during Fiscal Year 2010. The Marine Corps' partnership with the Boys and Girls Clubs of America and the National Association for Child Care Resources and Referral Agencies 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.

The Chaplain Corps -- Active and Reserve Component chaplains -- is fully engaged to support my commitment to ensure care is provided for our Marines, Sailors, and their families. Working alongside FROs, they conduct informational briefs and provide counsel during all phases of the deployment cycle. One Religious Ministries Team works with the FRO through video-teleconferencing to provide pre-deployment, deployment and post deployment briefs for the entire Individual Ready Reserve population. The chaplains have also worked directly with the Casualty Assistance Calls Officers, providing them with immediate support, counsel and assistance during the time of deep emotional crisis.

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

The non-medical needs of our wounded, ill, and injured (WII) Marines and their families can be extensive and vary in type and intensity during the phases of recovery. There is not an "one size fits all" approach to WII care. The Marine Corps' Wounded Warrior Regiment (WWR) makes a concerted effort to ensure that WII Marine Reservists receive exemplary support as they transition through the recovery process. The WWR holds high levels of subject matter expertise with regard to the unique challenges faced by Marine Reservists and has set up

component of care accordingly. For example, the WWR has dedicated staff -- the Reserve Medical Entitlements Determinations Section -- to specifically maintain oversight of all cases of Reservists who require medical care beyond their contract period for service-connected ailments. Additionally, the WWR has Reserve-specific recovery care Coordinators who provide one-on-one transition support and resource identification required to support WII Reservists and families who are often living in remote and isolated locations away from the support resident on bases and stations. Another significant support component of the WWR that makes a positive difference in the lives of our WII Reservists is the Sergeant Merlin German Wounded Warrior Call Center. This 24/7 Call Center provides support on numerous issues to include: referral for psychological health matters; pay and entitlement questions; financial assistance resources; awards; and information on benevolent organizations. The WWR also uses its Call Center to conduct important outreach calls to various populations to check on their well-being and update them on changes in benefits and entitlements.

### ***Casualty Assistance and Military Funeral Honors***

Casualty assistance remains a significant responsibility of Active Component Marines who are assigned to our Inspector – Instructor and Reserve 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 fallen Marines 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 families. Historically, my personnel have been involved in approximately 76 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 continue well beyond notification. We ensure that our Casualty Assistance Calls Officers are adequately trained, equipped, and supported by all levels of command. Once a Casualty Assistance Calls Officer is designated, he or she assists the family members 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 Casualty Assistance Calls Officers provide a permanent bridge between the

Marine Corps and the family while providing assistance during the grieving process. The Casualty Assistance Calls Officer is the family's central point of contact and support, and he or she serves as a representative or liaison to the funeral home, government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The active duty Reserve Site Support staff, with augmentation from their Reserve Marines, performed more than 14,550 military funeral honors during Calendar Year 2010, which was 90 percent of the Marine Corps total. We anticipate providing funeral honors to more than 17,500 Marine veterans in Calendar Year 2011. Specific authorizations to fund Reserve Marines in the performance of military funeral honors have greatly assisted us at sites such as Bridgeton, Mo, 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 honors support.

### ***Conclusion***

Your Marine Corps Reserve continues to be operational in mindset and action and is fully committed to train and execute the Commandant's vision for the Total Force Marine Corps. The momentum gained over the last decade in Iraq, Afghanistan, and in support of theater engagements around the globe, remains sustainable through coordinated focus, processes and planning. To be sure, this momentum bears witness to the operational nature of your Marine Corps Reserve.

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. Your continued unwavering support of the Marine Corps Reserve and associated programs enables my Reservists to competently perform as an operational Reserve and is greatly appreciated. Semper Fidelis.