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BY THE SENATE APPROPRIATIONS COMMITTEE
SUBCOMMITTEE ON DEFENSE**

**STATEMENT OF
MAJOR GENERAL BRADLEY S. JAMES
UNITED STATES MARINE CORPS RESERVE
BEFORE
THE HOUSE APPROPRIATIONS COMMITTEE
SUBCOMMITTEE ON DEFENSE
CONCERNING
THE GUARD AND RESERVE
ON
MARCH 26, 2019**

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Major General Bradley S. James

In November 2018, Major General Bradley S. James assumed the duties of acting Commander of Marine Forces Reserve.

Major General Bradley S. James is a native of Austell, Georgia and a graduate of Kennesaw State University. After graduating from flight training in 1988, he served at Cherry Point, NC with VMGRT-253 and VMGR-252. He also served at the 2nd Marine Aircraft Wing Headquarters as the Air Transport Coordination Officer.

Captain James joined VMGR-234 in Glenview, Illinois in 1993 and relocated with the squadron to Naval Air Station Joint Reserve Base Fort Worth in 1994. During this tenure, he served primarily as the Weapons & Tactics Instructor. Major James served as Officer in Charge for KC-130 Detachments for the 24th and 26th Marine Expeditionary Units while deployed in Macedonia and Kosovo. In 1999, Major James transferred to MAG-41 Headquarters.

In 2000, he returned to VMGR-234 as the Operations Officer. LtCol James activated in 2002 as the VMGR-234 Detachment "A" Commander and led a combined detachment under the 13th MEU (SOC) during combat operations in Afghanistan.

He deployed in 2003 to Shaik Isa Air Base, Bahrain as 3rd Marine Aircraft Wing Advance Party Officer in Charge and Group Commander for the 319th and 384th Air Expeditionary Wings (USAF) in support of I MEF during Operation Iraqi Freedom. LtCol James assumed command of VMGR-452 in 2003 and deployed to Al Asad, Iraq for OIF II-2 supporting Operation Phantom Fury. In May 2006, LtCol James reported to II Marine Expeditionary Force at Camp Lejeune, NC as the Reserve Integration Division Site OIC and Operational Sponsor for the Individual Marine Augment Program.

As a Colonel, he served as the Deputy Group Commander of Marine Aircraft Group 49, Willow Grove, PA, the 4th Marine Aircraft Wing Assistant Wing Commander in New Orleans, LA, Department Head at Reserve Affairs Quantico, VA and Deputy & Executive Assistant to the Deputy Commandant of Plans, Policy, and Operations at the Pentagon.

From 2016-2018, BGen James served as the Commanding General of 4th Marine Aircraft Wing.

He is a graduate of the Air War College, Joint & Combined Warfighting School, Weapons & Tactics Instructor & Senior Watch Officer Courses, Marine Corps University Senior Planners Course, Reserve Component National Security Course, Joint Interagency Multi-planners Course, Senior Joint Info Operations Course, Joint Force Air Component Commander Course and Leading Innovation Energy Applications Course. He has accumulated more than 5000 flight hours in the KC-130 E/F/R/T variants.

Introduction

Chairman Visclosky, Ranking Member Calvert, and distinguished members of the Subcommittee, it is my privilege to appear before you and provide an overview on the current state of the Marine Corps Reserve.

The United States Marine Corps is the Nation's force-in-readiness – ready to go now, to respond and compete, and if necessary, ready to fight and win. When our Nation calls, the American people expect quick, decisive action from Marines – both the Active and Reserve Components. As part of a Total Force, the Marine Corps Reserve stands ready to augment, reinforce and sustain the Active Component by providing forces for employment across the full spectrum of crisis and global engagement.

Your Marine Corps Reserve has been engaged around the world in theater security cooperation activities and operations, serving side-by-side with our Active Component. Organized as a traditional Marine Air-Ground Task Force, Marine Reservists from each of our major subordinate commands -- 4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group -- have made a tremendous impact across a diverse spectrum of operations in support of every geographic combatant commander.

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

My focus remains on maintaining the ability to provide manned, trained, equipped, and

well-led forces capable of supporting the Active Component. With your continued support, we will strengthen and maintain our readiness to be positioned to fight, compete, and win.

A Total Force

As an integral part of the Total Force, the Marine Corps Reserve plays a key role in providing that national security force in readiness. The Marine Corps Reserve provides critical capabilities to the Total Force which increases the lethality of the Corps and contributes to the competitive advantage with potential adversaries. Over the past year, the Marine Corps Reserve supported combatant commanders by providing forces focused on combat operations, crisis prevention, crisis response, and theater security cooperation. Global deployments, along with participation in Service, Joint, and multi-national exercises, develop the depth of experience of the Reserve Force, ensuring the Marine Corps Reserve is relevant, ready, and responsive to meet combatant commanders' requirements for highly trained forces.

In 2018, 2,135 Reserve Marines mobilized supporting 35 operational requirements in each of the 6 geographic combatant commands. Likewise, nearly 14,000 Reservists participated in 76 training exercises, supporting requirements in 41 countries across the globe. Additionally, 754 Reserve Marines volunteered to serve as individual augmentees, providing support to combatant commanders and Service staffs. Marine Forces Reserve filled 63 percent of the total service individual augment requirements. The demand for Marine Forces Reserve to meet requirements as an operational reserve increased by 263 percent since 2017, which was the third consecutive year of increased operational requirements. We have continued to meet the high demand for use as an operational reserve, though this has begun to challenge readiness to meet strategic requirements. For historical perspective, the Marine Corps deployed 8 reserve formations in 2001, compared to 35 reserve formations in 2018.

In 2019, Marine Forces Reserve will continue to support the combatant commanders by mobilizing in excess of 2,540 Reservists supporting approximately 43 formations. Over the course of 2019, nearly 12,000 Marines will support theater-specific exercises and security cooperation events across every combatant command. These operations and exercises greatly increase the Reserve Component's interoperability with the Active Component, Joint Forces, and our allies.

The demand for the Marine Corps' unique capabilities has increased, requiring more Reserve Component activations of units and task organized formations to produce enabling capabilities across the range of military operations. For example, Marine Forces Reserve has increased the participation of Marines filling the security force and advisory requirements to Task Force South West in Helmand, Afghanistan. These teams include Reserve members operating in the High Mobility Artillery Rocket System (HIMARS) battery, the Train Advise and Assist teams, and the security forces company which continues to provide local security to all United States forces. In addition, for the fourth year in a row, we have mobilized and will deploy a Special Purpose Marine Air-Ground Task Force to U.S. Southern Command in support of theater security cooperation objectives. For the first time in nearly ten years, we mobilized and deployed a reserve infantry battalion – 2d Bn, 23d Marines – to Okinawa, in support of a combatant commander's requirements. The last Marine Reserve infantry battalion to be mobilized and deployed in support of combatant commander requirements was in 2009. In 2019, we will continue the trend of battalion-level mobilizations by deploying 1st Battalion, 25th Marine Regiment to Okinawa, Japan, also in support of the unit deployment program to the Indo-Pacific Area of Responsibility. Reconnaissance, assault amphibian and combat engineer units have also deployed to the Indo-Pacific Area of Responsibility in support of III Marine Expeditionary Force's requirements in

Okinawa, Japan. United States Central Command (CENTCOM) continues to be the recipient of the highest number of Marine Corps Reserve units and individuals. Of the 35 formations activated in 2018, 17 deployed to the CENTCOM AOR. This trend will continue in 2019 as 20 of the 43 Reserve formations we activate will deploy to the CENTCOM AOR.

Marine Forces Reserve (MARFORRES) continues to provide daily support to combatant commanders in a wide range of roles that include multi-national exercises, such as Dynamic Front 19 in Latvia, Arctic Challenge 19 in Finland, New Horizons 19 in South America, and Maple Resolve 19 in Canada. I anticipate Marine Forces Reserve will continue to deploy and to integrate with the Active Component in support of high-priority combatant commander requirements for the foreseeable future.

In addition to participating in operational requirements across the globe, Marine Forces Reserve supports the Total Force by dutifully executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. There is no responsibility that we treat with higher regard than the solemn mission of providing casualty assistance. Inspector-Instructor and Reserve Site Support Staffs are geographically positioned to accomplish the vast majority of Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to families. Indeed, the majority of Marine Corps casualty notifications and follow-on assistance calls to the next of kin are made by our Marines. During Calendar Year (CY) 2018, our Inspector-Instructor and Reserve Site Support staffs performed 95 percent of the casualty calls performed by the Marine Corps.

The professionalism and compassion of our Casualty Assistance Calls Officers (CACOs) continues well beyond the initial notification. We ensure that our CACOs are well trained,

equipped, and supported by all levels of command through the combination of in-person and online training. Once assigned, the CACO serves as the family's central point of contact and coordinates with funeral homes, government agencies, and other organizations. They assist family members with planning the return and final resting place of their Marine; and ensure the filing of appropriate documents so families receive all benefits they are entitled. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the grieving family.

Additionally, Marine Forces Reserve units and personnel provide significant support in the form of military funeral honors for our veterans. MARFORRES performed 20,400 military funeral honors which represented 93 percent of all funeral honors rendered by the Marine Corps during 2018. As with casualty assistance, we place enormous emphasis on providing timely, compassionate, and professionally executed military funeral honors. Although this comes with a cost to readiness, as some Marine Reserve units are executing in excess of 500 funerals per year, which impacts their ability to maintain or increase readiness.

Finally, Marine Forces Reserve functions as the most wide reaching link between the Marine Corps and communities across the Nation. We are the face of the Marine Corps to the majority of the American public. With Reserve units located across the country, Marine Forces Reserve is uniquely positioned to interact with the American public and communicate the Marine Corps story to our fellow citizens; most of whom have little or no contact with the Marine Corps. Last year, Marine Forces Reserve personnel and units conducted more than 500 local and regional public engagement and community relations events across the country.

Predictability

The Marine Forces Reserve Force Generation Model provides a level of predictability for force planners and our Reserve Marines, while maintaining the “train as we fight” philosophy. The Model provides our Reservists, their families, and their employers the ability to plan for upcoming duty requirements five years and beyond. This predictability also empowers service members to achieve the critical balance between family, civilian careers, and service to our Nation while enabling informed employers to plan for and manage the temporary absence of valued employees.

We ensure units and personnel are ready to meet any challenge by employing a Force Generation Model that rotates Marine Reserve units through a five-year Training and Readiness Plan. The Force Generation Model enables Marine Forces Reserve to effectively support Global Force Management requirements while maintaining combat ready units and detachments based on priorities established by the Commandant’s Force Management Plan. While restraining the number of available units to no more than twenty percent for sourcing global force management rotational requirements, the Model enables Marine Forces Reserve to preserve the bulk of its force for major contingency operations.

The key element in the Force Generation Model is the deliberate application of scarce training resources, the most significant being Annual Training periods, to progressively build combat credible forces over a four-year period. Employment of reserve units, detachments, and individuals into Service, Joint and multi-national exercises provides opportunities to train to higher level Mission Essential Tasks, thereby advancing capability over a five-year cycle. Generally, units are assessed through a culminating Integrated Training Exercise (ITX) during the fourth year of the training cycle for a potential mobilization in the fifth year. Additionally, the Reserve

Component trains with the Active Component in exercises in the United States and abroad which supports enhancing interoperability.

Personnel

Marines, Sailors and our civilian Marines are the foundation of all that we do. The resources we dedicate to sustaining and developing this foundation directly contributes to the success of our institution. The vast majority of the Marine Corps Selected Reserve's authorized end strength of 38,500 falls under Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Selected Marine Corps Reserve Units, Active Reserve, Individual Mobilization Augmentees, and service members in initial training. Embedded with these Marines are 1,641 Active and Reserve component Sailors who serve critical roles in the operational, medical, dental, and spiritual readiness of our Reserve Force. The success of Marine Forces Reserve would not be possible without continued support from the U.S. Navy.

In addition to the Marines and Sailors of the Selected Reserve, Marine Forces Reserve administratively controls approximately 61,000 Marines who serve in the Individual Ready Reserve (IRR). Marine Forces Reserve continues to monitor the mobilization viability of these IRR Marines through the use of muster events at multiple locations across the country. These muster events allow Marine Forces Reserve to ensure these IRR Marines meet the requirements for mobilization. These events also provide the opportunity to address administrative issues, conduct mental health and post-deployment assessments, to review Reserve obligations and new opportunities, and to meet with Marine Corps recruiters. During the past year Marine Forces Reserve conducted 31 muster events and met 5,189 IRR Marines. In addition to the musters, Marine Forces Reserve contacted and screened 52,000 Marines telephonically.

The Marine Corps Reserve strives to retain the very best Marines capable of fulfilling our leadership and operational needs. Marines approaching the end of their current contracts, whether Active or Reserve Component, receive counseling on the tangible and intangible benefits of remaining associated with the Selected Reserve. We educate each transitioning Active Component Marine on opportunities for continued service in the Marine Corps Reserve through the Marine Corps' transition assistance and educational outreach programs.

Recruiting and retaining high quality Marines remains essential to the Marine Corps' role as the Nation's Force in Readiness. Marine Forces Reserve enjoys high affiliation and retention rates enhanced through incentive programs, such as occupational specialty retraining, inactive duty travel reimbursement, and bonus payments. Your support of these incentive programs enabled us to maintain our end strength at 99 percent of total authorization, and our Military Occupational Specialty match rate at over 85 percent.

Equipment

Reserve Component units remain highly interoperable with their Active Component counterparts due to the Marine Corps' Total Force approach to equipment fielding and management. Reserve Component Forces are manned, trained, and equipped to standards that facilitate the seamless integrated employment of forces to meet combatant commander requirements. Our reserve units and personnel continue to be in high demand, with approximately 100 exercises, missions, and operations currently scheduled this fiscal year, to include mobilization of battalion and squadron-sized units. This high operational tempo places a stress on our ability to maintain our equipment and replenish our deficiencies. Most disconcerting is our individual combat equipment deficiencies, which in the event of a large-scale wartime mobilization may become a strategic risk to mission.

Currently, our organizational combat equipment levels are sufficient to meet home station training requirements and our operational pace with augmentation from Marine Corps Logistics Command. With regard to maintenance readiness, Marine Forces Reserve has mitigated risk for many years in two ways. First, risk is mitigated by refining units' Training Allowances, which is that portion of a unit's full Table of Equipment located at Reserve Training Centers. Our goal is to balance the amount of equipment necessary to conduct training with the amount of equipment that can be maintain given personnel and fiscal constraints. Second, risk is mitigated by leveraging Overseas Contingency Operations (OCO) dollars to buy mobile maintenance support teams that augment the limited organic maintenance capacity. Congressional support for the Marine Corps Reserve FY 2019 President's budget request within the National Defense Authorization Act, to include OCO, is paramount to our continued success in sustaining our equipment and maintenance readiness.

Equipment modernization and improved readiness are the key factors which allows the Marine Corps to keep pace with future threats and preserve operational agility. Upcoming fielding of the Joint Light Tactical Vehicle (JLTV) and Amphibious Combat Vehicle (ACV) will provide the Reserve Component with the latest generation of combat equipment. Additionally, fielding of programs such as the Ground/Air Task Oriented Radar (G/ATOR) and the Ground Weapons Locating Radar (GWLR) will enhance our ability to fight and win on the modern battlefield. The top procurement priority of the Marine Corps Reserve is the KC-130J Super Hercules. The Marine Corps Reserve has been fielded 7 of 28 aircraft and will not be fully fielded until 2025. This extended fielding timeline forces the Reserve Component to simultaneously operate the KC-130J and the legacy KC-130T aircraft. These two aircraft have vastly different logistics, maintenance, and aircrew requirements, resulting in an increased outlay of resources to maintain the readiness of

the Reserve Component KC-130 Squadrons.

Training

Each year and typically in the summer, Marine Forces Reserve participates in a number of training exercises both within the United States and overseas to improve combat readiness and enhance our ability rapidly activate and integrate with the Active Component. The service-level Integrated Training Exercise (ITX) is conducted aboard Marine Corps Air-Ground Combat Center, Twentynine Palms, California. ITX improves combat readiness, efficiency in Total Force integration, and enables more rapid activation response times at the battalion and squadron level. The exercise consists of two infantry battalions conducting live-fire and maneuver exercises, along with other elements of the Marine Air-Ground Task Force. This is one of the few opportunities that Reserve ground, aviation, and logistics combat elements, under the command of a regimental headquarters, are able to come together and coordinate all warfighting actions to operate as a Marine Air-Ground Task Force under live fire and maneuver conditions. Additionally in 2018, Reserve Marines and Sailors participated in Exercise Northern Strike at the Joint Maneuver Training Center aboard Camp Grayling, Michigan. Exercise Northern Strike provided an opportunity for Reserve Marines to train alongside Army and Michigan Air National Guard forces, as well as Canadian forces in a joint, combined-arms, live-fire exercise emphasizing close air support, joint fire support, and coordinated maneuver with fires.

To preserve fiscal and materiel resources, Marine Forces Reserve uses training simulators wherever and whenever possible. Reserve units employ Indoor Simulated Marksmanship Trainers (ISMTs) to maintain combat marksmanship skills and to maximize the use of their most precious resource, time. The ISMTs enable onsite training and eliminate long distance travel to remote DoD areas. Additionally, units capitalize on non-traditional training methods such as online training to

mitigate the limitation of 38 training days per fiscal year to complete mission essential tasks and all required DoD and Service annual training requirements. Expanding the use of simulators and online training enhances readiness and enables the Reserve Component to maximize limited training time during drill weekends.

Facilities

Marine Forces Reserve occupies facilities in 47 states, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 27 owned and 133 tenant Reserve Training Centers, three family housing sites, one permanent barracks, two emergency troop housing barracks and one General Officer Quarters. Although some sites are located on major DoD installations, most are situated within civilian communities, ranging from neighborhoods to industrial and commercial districts. We continue to improve the maintenance and security of our facilities to ensure the safety of our Marines and Sailors and to provide an effective training and mobilization location.

Fifty-seven percent of the facilities budget supports the sustainment and maintenance of existing infrastructure and day-to-day operating costs. We have improved the overall readiness of our facilities inventory through the Facilities Sustainment, Restoration and Modernization (FSRM) support program and maximized the impact of our budget through divestiture and demolition of excess footprint.

The Marine Corps' Military Construction, Naval Reserve (MCNR) program focuses on providing construction for new and enduring capabilities, as well as recapitalization of our aging facilities. The construction provided by the annual authorization and appropriation of MCNR funding is an important factor in advancing our facilities support mission as we optimize our force laydown throughout the nation. Continued support for our MCNR request is essential as we divest

of failing infrastructure and modernize capabilities.

Of most critical importance is the safety of our Marines and Sailors. We have ongoing efforts to improve overall force protection at all of our sites by working with our service partners and the National Guard for joint occupied facilities. Numerous protection assessments and security engineering reports have been conducted at our facilities to assist and develop designs to mitigate protection concerns, specifically physical security. These assessments identify physical security requirements and serve to prioritize security enhancements to ensure our Marines and Sailors are secure in the facilities where they work and drill.

The combined effects of our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers and enabled better support to the Force. As our infrastructure ages, however, our operating costs are steadily increasing. In addition, service level efforts to modernize our force and its infrastructure by 2025 also increase costs. Continued support to our annual funding request for our facilities program will enable us to improve the overall physical infrastructure that reinforces the operational readiness of our units.

Health Services

Marine Forces Reserve Health and Human Service' (HSS') ensures the health and wellness of the Reserve Marines and Sailors remains at the forefront. We continue to improve medical readiness through a robust Post-Deployment Health Reassessment (PDHRA) Program within Marine Forces Reserve and an accurate monitoring, identification, and notification of the unit-level actions necessary to attain readiness goals. Additionally, our Health Services personnel participate in Force Readiness Assistance & Assessment Program (FRAAP) inspections and audits which provide oversight at unit level and the ability to monitor policy adherence and readiness.

The Reserve Health Readiness Program (RHRP) greatly increased overall medical and dental readiness throughout the Force. This program funds for and dispatches contracted civilian medical and dental providers to units that do not have medical or dental support personnel or are not supported by a military treatment facility. During FY 2018, the RHRP performed 18,481 Periodic Health Assessments, 14,255 Mental Health Assessments, 576 PDHRAs, 55 PreDHAs, 3,966 laboratory services, 12,539 audio services, and 11,967 dental procedures.

Between deployments, our Health Services priority is to work toward achieving the DoD's goal of a 90 percent medically ready force. During FY 2018, our individual medical and dental readiness rates were 78.7 percent and 85.9 percent, respectively. Marine Force Reserve units rely heavily on RHRP to maintain our medical and dental readiness. Continued support of this program is imperative for maintaining readiness.

Behavioral Health

In addition to RHRP, Marine Forces Reserve executes a robust behavioral health program, which includes Combat Operational Stress Control, Suicide Prevention, Substance Abuse Prevention and Family Advocacy programs. Operational Stress Control and Readiness (OSCAR) training is conducted at all levels. It is provided during pre-deployment training to service members deploying for more than 90 days, as well as all commands in garrison. The purpose of this training is to provide the requisite knowledge, skills, and tools to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible.

The Navy Bureau of Medicine and Surgery (BUMED) continues to support behavioral health through various independent contracted programs, such as the PDHRA and the Psychological Health Outreach Program (PHOP). The PDHRA places an emphasis on identifying physical, behavioral, and mental health concerns that may have emerged since returning from

deployment. During CY 2018, Marine Forces Reserve successfully raised current completion totals to nearly 40,870 PDHRA screenings. The PHOP addresses both post-deployment behavioral health concerns and crisis-related interventions by providing our Marines and Sailors access to local resources through a network of contracted behavioral health. These programs are critical to maintain a resilient force by providing a pathway for Marines, Sailors, and families to seek behavioral health assistance.

Signs of operational and combat stress may sometimes manifest long after a service member returns home from deployment. This delayed onset of symptoms presents particular challenges to Reserve Marines who may be isolated from vital medical care and the daily support network inherent in active duty Marine Corps units. Encouraging Marines to acknowledge and vocalize mental health issues is a ubiquitous challenge facing our commanders. We address the stigma associated with mental health care through key programs, such as the Yellow Ribbon Reintegration Program (YRRP). Further, we market all of our behavioral health initiatives and programs through our Marine Forces Reserve portal website and during key Marine Corps forums throughout the year. Your continued support of our behavioral health programs is greatly appreciated.

Marine Forces Reserve Drug Demand Reduction Program (DDRP) continues to focus on reducing illegal drug use and prescription drug misuse within the Reserve community. Marine Forces Reserve relies profoundly on its drug-testing program, which acts as a powerful deterrent against drug use. Each Reserve unit conducts monthly drug testing to screen our Reserve Marines for drugs. The DDRP staff provides quarterly and on demand education and awareness training on the dangers of misusing and abusing prescription drugs as well as information on the proper disposal of old, unused, and outdated medications. Additionally, the DDRP increases leaders'

awareness on the dangers of abusing prescription drugs through annual substance abuse supervisory level training.

Suicide prevention continues to be a high priority for the Marine Corps. Marine Forces Reserve centers its suicide prevention efforts on six initiatives: in-theater assessments, PDHRA, PHOP, Care Management Teams, Marine Intercept Program (MIP), and Unit Marine Awareness and Prevention Integration Training (UMAPIT). The in-theater assessments target Reserve Marines who may be exhibiting or struggling with clinically-significant behavioral issues during a deployment. These Marines are evaluated by appropriate medical authorities for possible treatment with follow-up assistance made prior to returning home. The PDHRA program specifically focuses on identifying issues that emerge after our Marines and Sailors have returned home from deployment. The PHOP secures behavioral health screenings, psychological treatment referrals and provides essential follow-up treatment to ensure our service members' behavioral health needs are met.

Similarly, Care Management Teams focus on support through the VA's Transition Care Management Program. Our Marines are assigned a Care Manager who oversees the referrals and follow-on care of the Reserve Marine's individual health care needs. MIP is an evidence-informed targeted intervention for service members who have had an identified suicide ideation or suicide attempt. MIP includes a series of telephonic voluntary caring contacts in which a counselor reaches out to the Marine and assesses them for risk, encourages the use of a safety plan, and identifies and addresses any barriers to services. The MIP counselors then incorporate these caring contacts into the counseling process. These services are also provided to our Reserve Marines through the PHOP.

Additionally, our Marines, Sailors and family members are able to access behavioral health

programs at Marine Corps installations through Marine Corps Community Services (MCCS) while on active-duty orders. When not on active-duty orders, Military OneSource provides counseling, resources, and support to service members and their families anywhere in the world. The Marine Corps DSTRESS Line is another resource available to all Reserve Marines, and family members regardless of duty status. DSTRESS is a 24/7/365, Marine-specific anonymous crisis call and support center that provides phone, chat, and video-teleconferencing for non-medical, short-term, solution-focused counseling.

Sexual Assault Prevention & Response

Sexual assault remains a complex and challenging matter that is often interrelated with other readiness challenges, behavioral health issues, and destructive behaviors. For Marine Forces Reserve, addressing the continuum of destructive behaviors and identifying the most effective prevention techniques are top priorities with the goal of eliminating sexual assault within our ranks. To accomplish this goal, we execute a Sexual Assault Prevention and Response Program (SAPR) with seven full-time employees who provide supportive services across our geographically-dispersed force. In addition to the Force-level Sexual Assault Response Coordinator (SARC), each Major Subordinate Command within Marine Forces Reserve has a SARC who manages their Commanding General's SAPR Program from their headquarters in New Orleans. Together with the SARCs, two professional civilian victim advocates provide support to our Marines, Sailors and families. Marine Forces Reserve continues to work diligently to improve our victim response, outreach, and prevention.

Our SAPR staff trains up to 160 uniformed Victim Advocates (VAs) each year at our headquarters in New Orleans. After completing our 40-hour training course, these potential VAs submit an application for credentialing through the DoD's Sexual Assault Advocate Certification

Program. Once credentialed, the advocates are officially appointed by their commanders to serve at their respective Reserve Training Centers. In total, Marine Forces Reserve maintains an active roster of more than 250 SAPR VAs across the country.

Our SAPR personnel respond to Marines, Sailors and dependents who require SAPR services. Our SARCs and SAPR VAs screen for potential safety issues and develop individualized safety plans as needed. They offer advocacy services and referrals, and maintain a data base of nationwide resources for victims of sexual assault who may not reside on or near a military installation. Furthermore, our Marines and Sailors have access to a Victim's Legal Counsel who protect their rights following a report of sexual assault.

Marine Forces Reserve maintains a SAPR Support Line that is manned by the professional SAPR staff. Marine Forces Reserve also actively publicizes the DoD Safe Helpline which offers crisis support services for members of the DoD community. The DoD Safe Helpline is available 24/7 worldwide with "click.call.text" user options and can be used anonymously for confidential support.

Our prevention strategy is holistic and integrated with other programs that support the eradication effort, such as the Equal Opportunity Program, Deployment Resiliency, Safety, Spiritual Readiness Initiatives, and Behavioral Health. Marine Forces Reserve continues to set the example of discipline and respect by supporting a zero-tolerance policy related to assault, and a retaliation-free command climate. Leaders at every level are encouraged to actively engage with our Marines and Sailors to learn what can be done to further support a positive environment that is free from attitudes and behaviors that are incompatible with our core values. All Marines and Sailors receive SAPR training every year to ensure widespread knowledge about our program to include prevention and response

Quality of Life

Marine Forces Reserve remains committed to ensuring an appropriate balance and effective performance of our quality of life programs, which are designed to help all Marines, Sailors and their families, whether they are deployed or on the home front. Our force is dispersed throughout the country and away from traditional brick and mortar support resources available at our major bases and stations. Therefore, we strive to provide awareness of, and access to, the numerous support programs available away from major bases and stations. To meet the challenge of deployments, and to maintain readiness, we continue to promote family support through our Deployment Readiness Coordinators. This program is staffed by either civilians or active duty Marines all the way down to the detachment level. Marine Corps Community Services and our Deployment Readiness Coordinators provide a vital link to ensure support reaches those who need it.

Marine Forces Reserve tracks the submission of medical service treatment records to ensure Reserve Component Marines receive timely access to Department of Veterans' Affairs (VA) health care services. Working across all 160 sites, we aggressively target our performance for submission timeliness to ensure our Marines are able to submit timely VA disability benefit claims.

Marine and Family Readiness Programs remain flexible, constantly adjusting to meet the needs of our Marines and their families. A resilient force is primarily achieved by providing robust, relevant, and standardized training to our commanders, Family Readiness Command Teams, Marines and their families. Our Marine Corps Family Team Building (MCFTB) program offers non-clinical primary and secondary preventative education and professional training to support service members and their families throughout mission, life, and career events - ultimately enhancing readiness. MCFTB training events are delivered both, in person and through interactive

webinars, at our 160 sites. During FY 2018, Marine Forces Reserve conducted 113 training events at which 8,691 Marines and family members received valuable information to prepare for and thrive during deployments, and to achieve a positive post-deployment reintegration experience.

A key component to our quality of life and resiliency is the religious ministry support provided by 222 Religious Ministry Team (RMT) members. As Uniformed Members, RMTs support Marines and their families across the full spectrum of military life including combat and humanitarian engagements. 125 RMT personnel are embedded in 46 Marine Corps Reserve units and 97 are integrated in Navy Reserve religious support units that directly support Active Component Marine Corps units. This support includes developing the Commandant's spiritual readiness initiatives, providing divine services across the spectrum of faith communities, advising on spiritual and ethical matters, and delivering pastoral care in a safe, confidential environment. One signature program is the Chaplain Religious Enrichment Development Operations (CREDO) program. The CREDO program provides two transformational workshops: the Marriage Enrichment Retreat and the Personal Resiliency Retreat (PRR). These events equip Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resilience while on the home front and during deployments. The PRR curriculum also helps Marines and Sailors set personal goals, make good decisions, deal with stress, and live lives with greater purpose and satisfaction. During FY 2018, fifteen Marriage Enrichment and Personal Resiliency Retreats were conducted with 624 participants.

The Marine Corps emphasizes the importance of readiness for Marines and family members in many areas of life. Personal and Professional Development programs continue to provide training and educational resources to our Marines, Sailors and their families in a variety of areas. One key program that assists commands, Marines, and family members with readiness is

the Command Financial Specialist Program (CFS). The CFS provides assistance on a wide array of financial issues to include budgeting, savings, investing, insurance, Survivor Benefit Program (SBP), VA benefits, retirement and financial counseling to all members of our dispersed forces.

Our Transition Readiness Program emphasizes a proactive approach that enables Marines to formulate effective post-transition entrepreneurship, employment, and educational goals. The Marine For Life Network links our Marines to employment, education, and community resources to support their overall life goals. Tutor.com offers Marines, Sailors and their children access to 24/7 no-cost, live tutoring services for K-12 students, college students and adult learners. Our Marines are provided with remote access to language courses through Mango Languages. This program supports over 70 languages to include English as a Secondary Language (ESL). Peterson's Online Academic Skills Course helps build math and verbal skills to excel on the job, pass an exam, to advance in a career or continued education.

Our Semper Fit program continues to be fully engaged in partnering with our bases and stations to provide quality, results-based education and conditioning protocols for our Marines and Sailors. The High Intensity Tactical Training program provides hands-on, science-based strength and conditioning courses and online physical fitness tools to include instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also enhanced through team building, and esprit de corps activities, such as unit outings and participation in competitive events. These programs are crucial to unit cohesion and camaraderie.

The Yellow Ribbon Reintegration Program is an invaluable part of our resiliency efforts. Since its inception in 2010, we have held more than 900 training events for more than 40,000 Marines, Sailors, and family members. In FY 2018, we conducted 51 events with 1,875

participants.

Our Marines, Sailors, and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We remain a staunch advocate for flexible Family Programs and Services that evolve and adapt to the changing needs of our Marines, Sailors and their families. The combined effect of these programs and services are critical to the readiness and retention of our Marines, Sailors, and their families, and your continued support is greatly appreciated.

Supporting our Wounded, Ill, or Injured Marines and their Families

The Marine Corps ensures the availability of full spectrum care to all wounded, ill, or injured (WII) service members, whether they are Active or Reserve, through the Wounded Warrior Regiment (WWR). Marine Forces Reserve ensures Reserve Marines' unique challenges are addressed through a WWR Liaison Officer who provides subject matter expertise and special coordination with the WWR staff.

The WWR staff includes the Reserve Medical Entitlements Determinations Section, which maintains specific oversight of all Reservists requiring medical care for service-incurred and duty-limiting medical conditions. Reservists facing complex care and recovery needs have access to WWR's network of 45 Recovery Care Coordinators who provide one-on-one transition support and resource identification for WII Reservists and families often living long distances from military installations. WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy. District Injured Support Coordinators dispersed throughout the country also coordinate with Reserve units to ensure we keep faith with all Marines.

Marine Forces Reserve will not forget the sacrifices our Marines have made for this great

Nation; and we will continue to work with the WWR to establish resources and programs that address the unique and ongoing needs of our Reserve population.

Conclusion

The Marine Corps Reserves is manned, trained and equipped to provide individual Marines and units to the Active Component as part of the Total Force. We are forward deployed supporting Combatant Commanders' requirements, participating in multiple exercises at our training centers and around the world, and often the face of the Marine Corps to our local communities. Along with our Active Component, we are focused on modernization, readiness and manpower to maintain and enhance our ability to increase the lethality and capacity of the service to be the Nation's force-in-readiness. With your continued support, we will remain ready to augment, reinforce and sustain the Active Component. Semper Fidelis!