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HOUSE APPROPRIATIONS COMMITTEE**

**STATEMENT OF  
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HEADQUARTERS, UNITED STATES MARINE CORPS  
BEFORE THE  
HOUSE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON MILITARY CONSTRUCTION, VETERANS AFFAIRS AND  
RELATED AGENCIES  
ON  
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Chairman Culberson, Ranking Member Bishop and distinguished Members of this Subcommittee, I appreciate the opportunity to provide you an update on the Marine Corps' commitment to our Marines and their families.

The Marine Corps has and will continue to stand ready to face any challenges that need to be conquered to complete our nation's missions. We remain a forward-deployed, forward-engaged force. The Marine Corps is continuing to shape, train, and deter aggression. We are responding to every crisis, conflict, and contingency around the globe. The Marine Corps does this by being prepared---ready and standing at the door of chaos with the tools, the people, and the training necessary to do the nation's bidding and providing our nation's leaders with the time and decision space that they require.

### ***UPDATE ON MARINE CORPS AROUND THE WORLD***

The Marine Corps is involved across the world---Afghanistan, the Pacific, and U.S. Embassies. I would like to take a moment and highlight just a few of the great things our men and women in the Marine Corps have been doing to accomplish this nation's missions around the world.

- The Marine Corps was part of the U.S. government humanitarian assistance and disaster relief operations in the Philippines in the wake of Typhoon Haiyan that impacted more than 4.2 million people across 36 provinces. The Marine Corps and Navy were able to be in the Philippines within hours of the Philippine Government asking for international aid. During "Operation Damayan", the

Marine Corps was able to provide search-and-rescue sorties; transport aid workers; clear roads; evacuate 540 American citizens, 18,767 Philippine citizens and 301 nationals from other countries; and deliver 2,005 tons of relief supplies.

- Over the last year, the Special-Purpose Marine Air-Ground Task Force Crisis Response (SPMAGTF-CR) has been busy in non-combatant evacuation operations (NEOs) such as in South Sudan and providing reinforcement to U.S. Embassies when needed as in the case of Libya.
- In Afghanistan, the Marine Corps Security Force Assistance Advisory Teams (SFAATs) (first deployed in 2012) have continually advised and assisted operations alongside Afghan National Security Forces. Additionally, the Marine Corps continues to conduct counterinsurgency (COIN) operations throughout the country.
- The 31<sup>st</sup> and 13<sup>th</sup> Marine Expeditionary Units (MEUs) have been afloat as a forward-deployed, rapid-response force capability providing stability in their area of operational responsibility (AOR).
- Throughout the year, the Marine Corps participated in hundreds of Theater Security Cooperation (TSC) activities with the armed forces of more than 50 partner nations supporting all six Combatant Commands (COCOM).
- The U.S. Marine Corps spearheaded a maritime domain awareness demonstration at the Philippine Coast Guard Headquarters as part of the first Philippine-US initiative to enhance Philippine security and defense capabilities in January 2014.

Whether it is deploying to Afghanistan, assisting in humanitarian relief efforts in the Philippines, or working with less due to sequestration and government shutdown; the Marine Corps has not faltered in its operational readiness or commitment to the task at hand. The Marine Corps remains committed to being the most ready force our nation can afford.

Over the last few years, the question about how much to spend on the defense of the nation--our liberty---has come up as part of sequestration. A few years ago, many people had never heard or used the word “sequestration”, but now it has become a household word and an everyday issue for our Service men and women and their families. If post-sequestration reductions continue we will see what the cost is---not the savings---it will be at the cost of our greatest national treasure----America’s sons and daughters that make up our all-volunteer Force.

Recently, the Commandant of the Marine Corps and I have led an effort to “reawaken the soul of the Corps” in order to remind and reconfirm who we are, what we do and what America expects from her Marines. This reawakening will impact our programs to ensure that quality of life is at the levels our Marines and their families deserve. As we draw down in Afghanistan and move toward our role as crisis-response, force-in-readiness, we are laser focused in areas of discipline, faithfulness, self-excellence, and developing committed engaged leaders. The challenge in our efforts is the fiscal burden, the uncertainty over the next few years.

Sequestration and fiscal constraints, global engagements, force shaping, and many other environmental conditions impose challenges and opportunities. In Fiscal Year 2015 and beyond, we are beginning to realize the effects of budget cuts. As our landscape changes, regardless of the funds available every dollar must yield positive return and contribute to the readiness of the Marine Corps. We will continue to monitor readiness across our *Five Pillars of Readiness*:

High Quality People, Unit Readiness, Capability and capacity to Meet the Combatant Command Requirements, Infrastructure Sustainment, and Equipment Modernization. To protect our readiness under current funding levels, we can only do this at the cost of infrastructure sustainment and equipment modernization as well as assessing the various programs and resources we provide to Marines and their families and where savings can be realized. The decisions were carefully made for the current fiscal climate to still meet the needs of the Marine Corps, but over time degradation to facility sustainment, restoration and modernization and unnecessary negative impacts to the force and our families will ultimately suffer.

***MARINE CORPS MAINTAINING QUALITY OF LIFE IN CURRENT FISCAL ENVIRONMENT***

Regardless of the decisions that are made regarding the budget, the Marine Corps remains acutely aware of the critical relationship between quality of life and Marine Corps readiness. Marines can face the enemy on the frontline, because of the care and support we provide on the home front. Our commitment to the Marine is during their entire lifecycle, from boot camp through separation or retirement, and beyond. The Marine Corps will continually ensure the long-term stability of Marine and Family Programs by using evidence-based practices; ensuring our programs meet all credentialing and accreditation to ensure consistency of care across the Marine Corps; continually assessing our programs; and ensuring that we are strategically communicating to our Marines and families so they are aware of all resources available to them.

As we continue to draw-down our efforts in Afghanistan and reduce our end strength to 175,000, we remain committed to a continuum of care by ensuring family readiness and care;

supporting families of the fallen; caring for our wounded, ill, and injured; providing behavioral health services; assisting our Marines transition to being successful civilians; and continuing to make improvements to infrastructure and facilities. In the current and upcoming fiscal years, we remain committed to our mission.

The future of Marine and Family and Quality of Life in the Marine Corps will not be served by “the way it’s always been” mentality or returning to pre-combat environments. With changing demographics, mission, and environment at hand, the Marine Corps will continue to be good stewards of our resources, always be taking and making assessments, and improve our efforts where we can for those we serve.

***REAWAKENING THE SOUL OF THE CORPS THROUGH PREVENTING SEXUAL  
ASSAULT***

The Marine Corps continues to take steps to eradicate sexual assault among our ranks. Sexual assault is a shameful and disgusting crime that has no place in the Marine Corps. The Marine Corps three-phase Sexual Assault Prevention and Response (SAPR) Campaign Plan (Strike, Implement and Sustain) outlines our efforts to reduce, with a goal to eliminate, sexual assaults. Since its inception in June 2012, the Marine Corps has addressed sexual assault in multiple areas by driving a tremendous infusion of training, restructuring our oversight organizations, and assisting senior leadership efforts. Our SAPR efforts thus far have seen a continued rise in reporting. In FY13, reports of sexual assault in the Marine Corps increased by 86%, continuing a trend started in FY12, which saw a 31% reporting increase. In addition, 20% of all FY13 reports were made for incidents that occurred prior to the victim joining the Corps;

15% were made for incidents that took place over one year ago. With sexual assault being an under-reported crime, we believe that these trends speak directly to the trust and confidence that Marines have in their immediate commanders and the overall Marine Corps program. These encouraging developments suggest that our efforts are working to increase awareness of SAPR resources and to establish a healthy environment of respect and dignity where victims feel confident in coming forward. As we speak to our Marines about their commitment to being guardians of our Core Values, part of that is to continue strengthening our victim care programs and offender accountability. Now that Phase I is completed, Phase II is designed to continue our positive trends ensuring the sustainment of the energy and momentum of the Campaign Plan, while further implementing large-scale institutional reform, emphasizing prevention through training, and having more deliberate involvement by our senior leaders.

To date, we have put in place initiatives including a General Officers SAPR Symposium, SAPR training at Sergeants Major Symposium, Command Team Training, "Take a Stand" for non-commissioned officers, and "All-Hands" training. We have also customized Corps-wide SAPR training programs according to the rank and level of responsibility of Marines. Additional SAPR initiatives include the development of Sexual Assault Response Teams (SARTs), new Command Climate Surveys, and mandated credentialing requirements and continuing education in advocacy for all SAPR personnel.

The increased trust and confidence victims have in their commanders, demonstrated by increased reporting, created a corresponding increase in the military justice caseload related to sexual assaults. Between FY 2012 and FY 2013, Marine prosecutions for adult and child sex offenses increased from 59 to 119. In anticipation of this increased caseload of more complex prosecutions, the Campaign Plan also restructured our entire legal community to ensure we have

the right assets to prosecute these complex cases. New Regional Trial Counsel (RTC) offices provide consolidated resources, including experienced field-grade complex trial counsel (CTC), a civilian highly qualified expert (HQE) in sexual assault prosecution, embedded investigators, a legal administrator, and support staff. The RTC can pull from these resources to assign the right counsel, on the right case, in the right location.

In addition to the restructuring of the legal community, on January 1, 2014, the Marine Corps' Victims' Legal Counsel Organization (VLCO) became fully operational. The VLCO provides legal representation to all victims of sexual assault, and also to victims of other crimes. The new VLCO, along with our continued SAPR efforts, show that engaged, committed leadership remains the key as we reawaken the Corps sense of tradition and ethics, and reinforce the values that make us America's expeditious force in readiness.

***REAWAKENING THE SOUL OF THE CORPS THROUGH PREVENTION, TREATMENT,  
AND RESILIENCY***

The Marine Corps firmly believes that readiness of the Corps is a direct result of maintaining individual Marine fitness. The Marine Total Fitness (MTF) concept is a holistic focus on spiritual, social, mind, and physical. This unified approach supports the total fitness of the Marine Corps via the relationships Marines form with other Marines, their leaders, and their families.

An important component of MTF is to proactively address the complex issues facing our Marines and their families after over a decade of persistent conflict. Even as the Marine Corps moves into a post Operation Enduring Freedom/Operation Iraqi Freedom environment, there will



be a significant need of services to support Marines and families facing a potential delayed onset of symptoms, which requires diligence in prevention and early intervention. To address these needs, the Behavioral Health Program acts as an integrated service delivery model that facilitates the collaborative efforts and resources of all behavioral health elements including Family Advocacy, Substance Abuse, Combat Operational Stress Control, and Suicide Prevention. Our mental health surge capacity is based on implementing strong strategies for commanders and installation staff, and investing in evidence-based practices and delivery methodology. The purpose of the surge is to enhance mission readiness and welfare of Marines and their families, by providing capacity for rapid identification of resources and assistance, which promotes the resilience of our Marines and their families.

Part of reawakening the Corps is to continue to stress that all Marines have a responsibility to look out for one another and to assist anyone who might be struggling. Our Marine Awareness and Prevention Integrated Training (MAPIT), that is beginning to be implemented in Fiscal Year 2014, uses the operational Marine Corps to more fully understand the spectrum of behavioral health issues using a universal, peer-to-peer model. MAPIT takes the best practices from our training program, Operation Stress Control and Readiness (OSCAR), along with other evidence-informed prevention tools to deliver the right prevention tools to the right Marines at the right time. These include giving Marines the skills to prevent and mitigate stress injuries in themselves and their fellow Marines, as well giving commanders support in building unit strength, resilience, and readiness. Additionally, the DSTRESS line continues to provide anonymous, 24/7 counseling services to any Marine, attached Sailor, or family Member. Enhanced resilience, achieved through training and improved physical, spiritual, social, and

psychological fitness, can mitigate post-traumatic stress, affect incidents of undesirable and destructive social behaviors, and lead to greater likelihood for future good health.

Behavioral Health Programs are now focused on prioritizing services to target Marines and improve our program capacity at the installation and unit level through enhanced professionalization of our workforce, accreditation oversight of the programs, and surge capacity to address access to care issues. One component of this approach has been to substantially increase the number of trained behavioral health personnel available to provide non-medical counseling services and treatment. The result has been to expand Military Family Life Consultant (MFLC) to provide confidential care in a unit or installation setting. Additionally, we have developed community counseling capabilities to improve screening, prevention and counseling services at Installation Community Counseling Centers. In Fiscal Year 2014, Behavioral Health will be implementing the Marine Expeditionary Force (MEF) Prevention Program, which aims to improve the implementation, fidelity, and evaluation of behavioral health prevention initiatives across the operating forces.

***REAWAKENING THE SOUL OF THE CORPS THROUGH TRANSITIONING MARINES  
INTO QUALITY CITIZENS***

As our priorities shift from wartime requirements to post OEF, a key focus is on Marines transitioning out of the Marine Corps. Transitioning Marines need the right preparation to reach personal goals and effectively translate their military experience to a successful civilian life. Transition is a process, not an event. Beginning at recruitment, the Marine Corps strives to ensure that we are providing a continuum of tangible learning, training, or experiences that makes every Marine transition ready throughout their career.

The Marine Corps Transition Readiness Seminar (TRS) must be completed by Marines within 12 months of separation or within 24 months of retirement, but no later than 180 days prior to separation or retirement. TRS is a week-long program that includes a mandatory standardized core curriculum followed by the choice of one of three additional two-day tracks that is in line with the future goals and objectives of the individual Marine: (1) College/Education/University delivered by Marine Corps staff; (2) Career/Technical Training delivered by U.S. Department of Veterans Affairs staff; or (3) Entrepreneurship delivered by the Small Business Administration. Additionally, the Marine Corps involves leadership in the transition process through Capstone, where the separating Marine sits with the Commander or the commander's representatives no less than 90 days before separation to verify the Marine has met career readiness standards. In Calendar Year 2014, the Marine Corps will incorporate a life cycle approach to transition preparation that will allow Marines to meet Career Readiness Standards well in advance of the Transition Readiness Seminar.

With the significant reduction in end strength of the Marine Corps over the next few years, it is vital that our commitment to our Marines includes adequate preparation to leave the Marine Corps with all the resources and advantages to be able to translate being a Marine to civilian life.

## **REAWAKENING THE SOUL OF THE CORPS THROUGH PRESERVING STRONG FAMILIES**

During Operation Iraqi Freedom and Operation Enduring Freedom, Marine and Family Programs increased support to family programs to reduce the impact of stressors; enable quick acclimation to the Corps; build deployment knowledge and skills; and improve access to care

and official information for Marines and families to ensure operational readiness. We have seen that increasing support to these programs has had a positive impact on quality of life. In support of strong families, the 2012 Quality of Life Study found significant increase in satisfaction in three life domains: Residence, Income, and Standard of Living, and in Marines relationships with their children. Findings from the 2012 Quality of Life Study specific to Marine and Family programs indicated a majority having the training necessary to deal with the stress of deployment and/or combat, and being satisfied with military support services overall.

The Unit, Personal and Family Readiness Program and Marine Corps Family Team Building Program are both designed to strengthen and fortify Marines and their families. Our civilian Family Readiness Officers are an asset in ensuring Marines and their families receive official communications, readiness and deployment support, information and referral services for support services and volunteer management. With our shift in wartime requirements and volume of previous years' investments into various family readiness requirements, we are postured to continue priority support to OPFOR units and universal access to all for information and referral services. Specifically, the Marine Corps is continuing to leverage technology, such as eMarine for communication with over 285,000 subscribers, as well as other training and support webinars. Since implemented in April 2013, over 10,770 registered users have participated in Marine Corps Family Team Building online courses, which includes courses on stress management, anger management, and emergency preparedness. The Marine Corps will continue to tap into this technology and others to provide resources for our deployed and returning Marines and families.

Our Family Care programs provide programs that support the care and development of Marine Corps children from birth to their teens. Through our Children, Youth and Teen

Programs (CYTP), the Marine Corps has served 49,078 children, youth, and teens in Fiscal Year 2013.

We have 11,071 family members with special needs. In Fiscal Year 2013, 405,000 hours of respite care was reimbursed under the Exceptional Family Member Program Respite Care. This program provides respite care benefit for those Marines whose family members have moderate to severe special needs. Our Exceptional Family Member Program coordinators will continue to work to partner with local, state and private organizations to help Marines and their families cobble together their support and care requirements.

## **REAWAKENING THE SOUL OF THE CORPS THROUGH CARING FOR OUR FAMILIES OF OUR FALLEN**

The Marine Corps Casualty Assistance Program remains committed to ensuring the families of our fallen Marines are treated with the utmost compassion, dignity, and honor. The loss of a Marine is always difficult, especially for the family and we are always seeking to improve survivor assistance. Caring for the families of our fallen is not just an immediate challenge, but one that is long term. The Marine Corps Long Term Assistance program is a permanent resource for the next of kin, ensuring they receive sustained quality assistance from the Marine Corps.

The Marine Corps Casualty Assistance Program is a 24 hour-per-day operation manned by Marines trained in casualty reporting, notification, and assistance procedures. Our Casualty Assistance Call Officers are responsible for notifying next-of-kin; assisting with burial arrangements; navigating and applying for benefits and entitlements; obtaining reports of

investigations; and assisting in contacting benevolent and philanthropic organizations. Our Casualty Assistance Call Officers go through an initial training program followed up with continual training and assistance when needed. Shortly after the funeral, families are connected to representatives from the Tragedy Assistance Program for Survivors (TAPS). This nationally recognized provider, at no cost and available 24/7, provides our families a full range of support, crisis intervention, casework, grief and trauma support.

### **REAWAKENING THE SOUL OF THE CORPS THROUGH CARE FOR OUR WOUNDED, ILL AND INJURED**

The Wounded Warrior Regiment (WWR) continues to function as a central pillar of the Marine Corps' pledge to "keep faith" with those who have served. Whether a Marine is wounded in combat, suffering from a chronic unresolved illness, or injured in a training accident, the WWR stands ready to provide recovery care. For the Marine Corps, recovery care is *not* a process. Care coordinated through the WWR is soundly based upon an authentic relationship between staff and the Marine and his or her family members. This bond allows all parties to be vested in a common purpose: ensuring the WII Marine and their family members smoothly and successfully meet their identified goals.

#### ***Ensuring Wounded, Ill and Injured (WII) Marines' Future Success***

History confirms that the majority of WII Marines who receive care from the WWR will not return to duty. Knowing this, it is a paramount goal of the WWR to help WII Marines reintegrate to their communities with the confidence to focus on their abilities and fully recognize that their best days are still to come.

Following injury and case review, a WII Marine's path to success typically begins with a Comprehensive Needs Assessment (CNA). The Marine Corps' Recovery Care Coordinators (RCCs) are assigned to WII Marines (based upon case acuity) and are responsible for conducting initial and ongoing CNAs which are used to develop the Marine's Comprehensive Recovery Plan (CRP). Once the Marine's CRP is established with identified actions, the RCC begins coordination with all internal and external stakeholders to help the Marine and family realize their goals. At any given time, there are approximately 1,000 Marines (along with their family members) receiving the support of an RCC.

A significant part of the CRP is employment and education support. To address this need, the WWR has a Transition Cell. Transition Cell Specialists, located at WWR Headquarters and Wounded Warrior Battalions at Camp Pendleton, California and Camp Lejeune, North Carolina, work with WII Marines and families to assist them with the development of their career and education plans. Utilizing career assessment tools and leveraging the resources of Vocational Rehabilitation and Employment (VR&E) Counselors, Marines along with their WWR Transition Specialists, develop a plan to reach their career goals. Types of WWR transition assistance include: career exploration (employment, education, training, and entrepreneurship), resume development, education applications, interview skills, and coordinating federal internships.

The WWR does not utilize a "fire and forget" mentality. We recognize that most recently-transitioned WII Marines will require some degree of continuing assistance. To address this requirement, the WWR continues to employ District Injured Support Coordinators at various sites (aligned with Department of Veterans Affairs Veterans Integrated Services Networks) around the country to provide face-to-face assistance when required. DISCs provide a multitude

of services to include ensuring Marines are registered with the VA, providing information on various community resources, and linking WII Marines in need back to the WWR for assistance.

Additionally, a key component of the WWR's transition assistance includes the provision of 90 days of post-service support to bridge the gap in services between DoD and VA during a WII Marine's transition. Focused areas of support include: Combat Related Special Compensation, Concurrent Receipt Disability Pay, housing, VA benefits, employment and education referrals, family support, and follow-on medical care (TRICARE, VA Healthcare). More than 1,800 Marines have received or are currently receiving post-service support.

### ***Outreach and Staying Connected***

The Sergeant Merlin German Wounded Warrior Call Center is not a typical call center in purpose or function. It is an outreach and contact center that actively maintains contact with and tracks an assigned population of WII Active, Reserve, Retired and Veteran Marines throughout their life. It includes two Contact Centers at the Wounded Warrior Battalions (Camp Pendleton and Camp Lejeune), which track active duty WII Marines who are recovering with their parent commands. While the Call Center averages 9,500 outreach calls per month to Purple Heart recipients, Marines on the Temporary Disability Retirement List and Marine Veterans, it also allows the Marine Corps great flexibility to focus on specific emergent at-risk populations. For example, during natural disasters, such as last year's floods in Colorado or the tornados in Oklahoma, the Call Center conducted outreach to WII Marines and families in those surrounding areas to provide information on relief efforts, emergency shelters, and food bank locations.

The Call Center also serves as the WWR's center of activity for social media and rapid action polls. The social media capability (Facebook, Twitter, and mobile app) enables the



continual flow of relevant care information to WII Marines and families and the polls allow the Regiment to gain important feedback for program improvement.

***Future of the WWR: Care Continues***

Marines and their family members, the Congress, and the public at large can be reassured that the Marine Corps, through the WWR, will continue recovery care in times of war and in peacetime. Irrespective of the global security environment, recovery care support must be enduring in view of issues resulting from the current decade of war: catastrophic injuries requiring massive amounts of acute care, traumatic brain injury, and psychological health problems. These conditions are not solved by short-term care and will require continuing services, an enduring commitment. Just as the Marine Corps is strategically agile and flexible, the WWR will endeavor to expand and contract depending upon requirements. The WWR will always stand ready to support Marines who sacrifice for our Nation.

**REAWAKENING THE SOUL OF THE CORPS THROUGH CARING FOR OUR  
MARINES IN THE FIGHT**

Deployed support is one of the most important services we provide. Our Exchange, Recreation, Fitness, and Communication services boost morale and reduce mission-related stress.

- ***Exchange.*** Ongoing missions in Afghanistan include the operation of a Direct Operation Exchanges Tactical (DOX-T) at Camp Leatherneck, one Tactical Field Exchange at Living Support Area 13, and numerous Warfighter Express Services Teams (WEST) operating out of Camp Leatherneck. We also have two Marine Corps

Exchange (MCX) Mobile Tactical Field Exchange (MTFE) Trailers, which can serve as fully functional retail stores. Equipped with a diesel generator, the MTFE can operate on site for up to 72 hours and can provide indefinite operations when accompanied with a resupply container and connected to municipal power. The trailer can be used to support tactical field exercises, disaster relief, and special events requiring retail support. The MTFEs are road-ready and are based at Camp Pendleton and Camp Lejeune.

- ***Recreation and Fitness.*** We provide sports, recreational, and fitness equipment to units throughout Helmand Province. This transportable equipment includes sports/recreation cooler kits filled with sports gear and board games, electronic game kits, Theater-in-a-Box kits, and functional fitness equipment for use in austere environments. Reading materials, both electronic and paperback, are also distributed. Our award-winning libraries provide online tools for research, recreation and professional development. Several libraries offer private webcam meetings so families can stay connected with their deployed Marines.
- ***Communication.*** Morale satellite services are available to deployed Marines. We have delivered 13 small satellite communications systems to units in Afghanistan. Each system has two phones that provide 6,000 free minutes per month and five laptops that allow internet browsing, social networking, and chat/video capabilities to deployed Marines.

- ***MCCS Amenity Wi-Fi Solution.*** The Marine Corps Community Services Amenity Wireless Fidelity (Wi-Fi) Solution program acquires, deploys, administers, and supports Wi-Fi capability at no-cost to Marines and Families. This morale and welfare initiative helps families stay in contact while separated from their Marines. Wi-Fi is conveniently located on 19 installations and 250 facilities such as, temporary lodging facilities, exchange food courts, libraries, education centers, child and youth centers, Clubs, and Wounded Warrior program facilities.

Marine Corps Morale, Welfare, and Recreation (MWR) activities support the readiness, resiliency and retention goals of Marines. Semper Fit and Recreation programs align to support the social and physical well-being of Marines and Sailors, to encourage healthy lifestyles and enhance quality of life and to amplify the Marine Corps' focus on mission and readiness. The comprehensive strength and conditioning programs, High Intensity Tactical Training (HITT) and Aquatic Maximum Power – Intense Training (AMP-IT), serve to optimize physical performance and combat readiness for all active duty and reserve Marines. In 2013, "For the Leathernecks", a social recreation event, reached over 20,000 single Marines, many of which recently returned from a deployment or training exercise. These shows enrich esprit de corps and unit cohesion to support the 21st century Sailor and Marine, and Marine Corps Total Fitness strategies. Semper Fit and Recreation expanded Operation Adrenaline Rush (OAR), which has reached over 8,000 Marines since the pilot program began in FY12, to eight installations last year. OAR assists Marines in reintegration after deployment by maintaining combat readiness, and reinforcing unit cohesion through high adventure outdoor activities like white water rafting, paintball, or rock climbing.

The Marine Corps resale system is also pleased to support the physical and financial health of Marines, Sailors, and their families. Through a variety of programs related to the Secretary of the Navy's 21<sup>st</sup> Century Sailor and Marine initiative, our resale system supports physical health. The Commandant recently issued a memorandum regarding alcohol sales. It instructs all Marine Marts adjacent to barracks to remove distilled spirits. Additionally, the memo limits alcohol sales times to 8:00 AM thru 10:00 PM, and dedicated floor space to no more than 10 percent of the total retail space. Another significant step to support 21<sup>st</sup> Century Sailor and Marine came in 2012 when MCX instituted tobacco price parity. This effort complements the initiatives that Semper Fit has taken in training and education of tobacco cessation. Further, MCX offers tobacco cessation items at cost for patrons as part of our value program, "Xtreme Value." This program supports the financial readiness of Marines and their families and offers items such as diapers, formula, baby food, bread, and milk at cost. Additionally, MCX offers a variety of both branded and private label products from clothing to cosmetics to electronics to toys to home furnishings to serve as a "one stop shop" for Marines and families. Our Xtreme Value program offers the brands and products important to our customers at the best price possible. MCX is committed to supporting initiatives like the White House's Joining Forces Initiative to employ veterans and family members. As a member of the Military Spouse Employment Partnership Program, MCX helps to provide jobs to military family members who may be worried about finding a job at their next duty station. Currently, nearly 30 percent of MCX employees are military family members.

**REAWAKENING THE SOUL OF THE CORPS THROUGH QUALITY FACILITIES  
AND INFRASTRUCTURE**

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

The Marine Corps currently maintains over 100,000 bachelor enlisted housing spaces worldwide for permanent party and trainees.

- From Fiscal Years 2008 – 2012, the barracks construction projects were planned to replace inadequate facilities, provide a consistent 2+0 standard across the Marine Corps, and eliminate space deficiencies by 2014. These projects were programmed to meet 90 percent of the requirement for a 202,000-Marine force and are now projected to meet just under 100 percent of the requirement for a reduced force.
- Fiscal Year 2013 and future barracks projects are primarily related to specific force relocations and student/training needs, not the previous Barracks Initiative. The Fiscal Year 2013 MILCON program included two barracks projects that are not part of the Barracks Initiative; these will provide spaces for our Marines at Naval Weapons Station Yorktown and at The Basic School for student officers.
- The Marine Corps is the youngest, most junior, and least married of the four military Services. Providing appropriate and comfortable living spaces that positively impact the morale and development of these young men and women makes sense.
- The Marine Corps' goal is to provide a 2+0 room standard that allows two junior enlisted Marines (E1-E3) to share a room and bath. We believe that assigning two junior Marines to a room is the correct balance between the privacy desired by the

Marines and the Marine Corps' goals of providing companionship, camaraderie, and unit cohesion. This balance provides the atmosphere we believe is necessary to motivate, train and develop Marines, while fostering unit integrity.

Noncommissioned officers (E4 and E5) are provided a private room with bath in a 2+0 room.

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

- Continued support for full funding of the Basic Allowance for Housing (BAH) allows more families to access quality, affordable housing in the local community. This is important since more than two-thirds of service members do not live on a military installation.
- However, we have over 24,000 homes worldwide for the many families who prefer to live in military or Public Private Ventures (PPV) housing for a number of reasons, including economics, safety, schools, and community support. PPVs, combined with traditional military construction, will continue to build and improve the homes necessary to supplement local community housing.

Currently 96 percent of our world-wide inventory is privatized and we continue to see success from our PPV projects across Marine Corps installations. PPVs have not only improved the homes in which our families live, they are also providing community support facilities such as community centers, playgrounds and greenscapes that help create neighborhoods and a sense of community for our Marines and their families.

Our inventory of military housing and associated operations and maintenance costs is growing as the first of over 1,000 homes to be constructed in Iwakuni by the Government of Japan start to come on-line this year. As part of long-standing Agreed Implementation Plans, these new homes will support Marine families relocating from Okinawa and Navy families relocating from Atsugi.

In Fiscal Years 2009-2014, the Marine Corps received \$11.4 billion in new construction and design. With this funding, we are providing new quality of life facilities, improved operational and training facilities, and more up-to-date utility infrastructure systems. Thanks to your support, projects have been funded for such items as new facilities to maintain state-of-the-art aircraft, improved live-fire training ranges, new applied and academic instruction facilities, physical fitness facilities, child care facilities, barracks, and command-and-control buildings. Future funding requests will continue to target new platform requirements, force structure repositioning, and replacement of inadequate facilities.

As resources overall and military construction funds in particular become more constrained, the Marine Corps will continue to rely on the sound stewardship of existing facilities and infrastructure to support our needs. It is always a pleasure to visit our installations and hear young Marines talk about the work they perform in these new facilities.

## REAWAKENING THE SOUL OF THE CORPS

During a time in which we, as a nation, have been continuously engaged in 12 years of fighting, we are doing so with a voluntary force. No other time in our country's young history have we fought this long. Less than half a percent of Americans voluntarily wear the uniform of one of our military services. These men and women have chosen to put on the cloth intuitively knowing the joy and sense of purpose that only comes through great challenges and subordination at a cause greater than themselves. These men and women---are neighbors, brothers and sisters, sons and daughters, and loved ones---know what it means to keep company with the finest men and women in a world under the toughest conditions. Living their lives right and to the fullest, while providing a vital function to society. Their sacrifices ensure the safety of not just communities, but the nation, our lifestyle, and our liberties.

A statement often attributed to our first Commander in Chief, perfectly sums up what this nation is facing when it comes to their military, which I would like to leave with you today. "The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive veterans of early wars were treated and appreciated by our nation." I say this to this Committee to reiterate that your decisions now will have an impact that will go well beyond these conflicts and the current men and women voluntarily serving. Uncertainty in whether they will be able to continue a career in the military due to drawdown; what services and resources will be available to them and their families when serving; and what will happen to any retirement when they get out----all are having an impact on our current force and the young men and women that will be considering serving in the future. We cannot jeopardize our liberty.