



Division of Public Affairs Current News Playbook

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Please check with the PA POC on the briefing card or your command PAO prior to using these talking points to ensure you have the latest guidance.

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POINT OF CONTACT

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MARINE CORPS 101

QUOTE

“The Marine Corps is America’s Expeditionary Force in Readiness – a balanced air-ground-logistics team. We are forward deployed and forward engaged: shaping, training, deterring and responding to all manner of crises and contingencies. We create options and decision space for our Nation’s leaders. Alert and ready, we respond to today’s crisis with today’s force.....TODAY.”
– **Gen James F. Amos, Commandant of the Marine Corps**

TALKING POINTS

- The Marine Air Ground Task Force (MAGTF) is the Marine Corps’ principal organization for conducting missions across the range of military operations. MAGTFs provide combatant commanders with scalable, versatile expeditionary forces.
- Marine Expeditionary Units (MEU) operate continuously across the globe and provide the President and the unified combatant commanders with a forward-deployed, flexible sea-based MAGTF. MEUs are capable of conducting amphibious operations, crisis response and limited contingency operations.
- The Corps has about 196,200 active-duty Marines, with 17,400 Marines deployed across the globe.
- For 8.2% of the FY12 DoD Budget, the Marine Corps provides the Nation with:
 - 15% of Active Ground Maneuver Brigades
 - 11% of the Fighter/Attack Aircraft
 - 18% of the Attack Helicopters
 - Seven flexible and scalable MEUs
- Approximately 37% of Marines are lance corporals and below – our most junior ranks in the Marine Corps.
- Approximately 61% of Marines are 25-years-old or younger.
- Approximately 6% of our Marines are female.
- Fewer than one out of every nine Marines is an officer.
- View the latest Marine Corps 101 Presentation:
http://www.hqmc.marines.mil/Portals/61/20121022_SIG%20USMC%20101%20Brief_UNCLASS.pdf
- Watch the CMC speak at the Naval War College on the state of Corps:
<http://www.pentagonchannel.mil/?pid=q4QHf7TEJYA2SWqBjv0n94gCBOXDKHH&player=GovDelivery>

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POINT OF CONTACT/SOURCING

- HQMC DivPA, 703-614-4309, ontherecord@usmc.mil
- Sourced via Marine Corps Concepts & Programs 2011 and [CMC statement](#) on the release of the defense budget

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AFGHANISTAN (RC-SOUTHWEST)

QUOTE

“A recent trip to Helmand Province in southern Afghanistan ... did bring me around to a surprising conclusion: Calm has broken out over the southern half of the region, which just a few years ago was a bastion of the insurgency and almost entirely out of government control.”

– **New York Times ‘At War’ Blog**

SFA OPERATIONS KEY STATEMENTS

- Highlight Afghan Security Forces strength and capabilities & operating without the help of ISAF.
 - *“Elements of three Kandaks belonging to the Afghanistan National Army’s 1st Brigade of the 215th Maiwand Corps conducted clearing operations in the Trek Nawa area of Helmand province Nov. 18 through 24. The clearing operation highlights the 215th Corps’ ability to deploy Kandaks as part of an operation and sustain them logistically for a week. The Brigade coordinated layered security operations with other elements of the Afghan security forces through a command operations coordination center established in the Trek Nawa area as part of this clearing operation. The Kandaks scheme of maneuver and ‘calls for fire’ were coordinated through the COCC. The clearing operation was primarily successful because the ANA planned, briefed, coordinated, and then executed the operation. A debrief along with an after action report was also provided to the 215th Corps leadership. Advisor support was available, but since the ANA evacuated their own casualties and destroyed the enemy with (grenade launchers) and mortars, ISAF support was not requested...”* – **Lt. Col. Philip Treglia, Security Force Assistant Advisor Team Officer in Charge for 1st Brigade of the 215th Corps ANA**
- Highlight International Community’s Commitment to Afghanistan beyond 2014.
 - *“The goal here is an enduring presence, therefore, that will direct itself toward, you know, three important missions. One is obviously [counterterrorism] to ensure that we continue to go after whatever al-Qaida targets remain in Afghanistan. We also are going to continue to have a train-and-assist mission to help develop the capability of the Afghan Army. The third mission will be to continue to provide some enabling capability so that we can provide the support needed for our forces as well... That’s (the necessary troop levels to accomplish these missions) exactly what’s being discussed” now.”* – **Secretary of Defense, Leone Panetta**
- Highlight Government of the Islamic Republic of Afghanistan (GIROA) Development.
 - *“The Ministry of Telecommunication and Information Technology (MCIT) signed contracts with three private companies for the extension of fiber optic services to seven provinces, MCIT Deputy Minister Hassam said. Hassam added that the project will be implemented during the next two years in Parwan, Bamyan, Daikundi, Ghor, Kunduz, Takhar, and Badakhshan Provinces.”* – **Ariana News (National Afghan TV Station)**

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AFGHANISTAN (RC-SOUTHWEST) (CONT'D)

BACKGROUND

- With coalition members from nine nations, we have a total of approximately 18,000 Coalition personnel in Regional Command Southwest (RC-SW).
- Of the 7,500 U.S. Forces, approximately 6,500 of those are Marines.
- For the Afghan National Army (ANA), the 215th Corps has approximately 16,000 total personnel, and this number is continuing to increase.
- About 14,000 Afghan National Police are in our area of operation, including approximately 2,000 Afghan Local Police in RC-SW.
- There are five phases of the security transfer to Afghan lead in regard to security, and the complete process of transition in an area can take 12-18 months.

TALKING POINTS

- The Afghan National Security Forces are moving into the lead. That is success. That is what we have intended all along. That is where we wanted to be.
- Security force assistance (SFA) is the single most important concept that ISAF will implement in more than 10 years of the campaign—it reflects a fundamental milestone in the campaign and change in relationship with the Afghan National Security Forces.
- We're shifting from partnered operations to an advisory role because we are overseeing a drawdown; transitioning away from counter-insurgency operations to Security Assistance. Partnering operations will be conducted on an 'as needed' basis.
- As we enter the 10th year of this struggle, our enemies have told the Afghan people that we are about to quit, that we do not have the will to win – but our deeds will speak louder than their words.
- Embedded trainers will have the ability to call in capabilities the Afghans have not fully developed (air, artillery, etc.).
- As Marines transition away from conducting offensive operations, they will be motivated by their accomplishments as trainers of the Afghan Army, i.e. how good they can make their part of the Afghan Army.
- We are continuing training programs to professionalize all elements of the Afghan National Security Forces (ANSF), and we have placed a particular emphasis on NCOs, Intelligence, CSS and staff planning for junior/mid-grade officers.
- Transition is a process, *not* an event. As the population gains confidence in the government and the government continues to provide security, we will see measurable gains in the ANSF.

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AFGHANISTAN (RC-SOUTHWEST) (CONT'D)

- To succeed, we must serve the people of Afghanistan, win their support for Government of the Islamic Republic of Afghanistan (GIRoA) and isolate the insurgents. We are in support of GIRoA – their plans are paramount.
- Harassing attacks by insurgents do not alter operational planning or have an adverse impact upon the transition process.
- The process of transition will continue to be informed by local assessment of military commanders, mentors of key Afghan government institutions at the local level and joint GIRoA/ANSF and ISAF teams.
- Although it remains too early for coalition forces or presence to completely withdraw from all areas that have begun transition, we are seeing that across the board – the ANSF, local governments and, most importantly, the citizens in those areas have welcomed the responsibility and are taking it upon themselves to contribute to the process.
- We will serve the people by protecting them; we will win their support by helping local government build its capacity to address the people's grievances; and we will isolate the insurgents by enabling the legitimacy of the government.
- Our focus now is on the professionalization of the Afghan Police Force. As part of that, renewed emphasis has been placed on the recruiting process that requires two village elders to nominate someone who then goes before their Town Hall of village elders. The local elders of a village select men who they think would represent a good police force for the village. These men must have a 'Tashkiera' card, which is a government-issued identification card that coincides with their birth certificate. After the village completes its nomination process, it goes to the district officials for validation (District Governor, Deputy Chief of Police, and the National Directorate of Security Chief).
- Ultimately, the ability of the government to deliver goods, services and security is what will win over the people and give legitimacy to the whole government.

WEBSITES FOR MORE INFORMATION

- RC-Southwest: <http://www.isaf.nato.int/subordinate-commands/rc-southwest/index.php>
- DVIDS Site for all RC-SW PA content : <http://www.dvidshub.net/units/RC-SW>

POINT OF CONTACT

RC-SW PAO, 9-1-760-846-3019, RCSWPAO@afg.usmc.mil

RELATED BRIEFING CARD: [Afghanistan Insider Threat](#)

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AFGHANISTAN INSIDER THREAT

QUOTES

“The Afghan leadership has taken actions to prevent it. When I travel with (Maj. Gen. Sayed) Malouk, (commander of the ANA 215TH Corps), he talks to his Soldiers. He asks them, who is your enemy? Who gave you those boots? Who picked up your brother that was injured? Who is laying IEDs?” – **MajGen Charles M. Gurganus, Commanding General of I MEF (FWD) & ISAF’s Regional Command Southwest**

“Courage is being able to continue to operate in that environment (partnered operations)...the closer we are to them the less likely these are (going) to happen. Relationships are built on confidence and that’s where trust comes in.” – **MajGen Charles M. Gurganus, Commanding General of I MEF (FWD) & ISAF’s Regional Command Southwest**

“With regard to the -- to the insider threat, the initial data that I've had an opportunity to look at would certainly indicate that the closer we are to our Afghan partners, the safer we are.” – **Gen. Joseph Dunford; Testimony before the Senate Armed Services Committee**

“We have upgraded our force protection measures and we've taken a look (conducted risk assessments) at our force protection posture everywhere that we are partnered or that we routinely work or meet with the Afghans.” – **MajGen Charles M. Gurganus, Commanding General of I MEF (FWD) & ISAF’s Regional Command Southwest**

BACKGROUND

An Insider Threat refers to those individuals who are not members of an organization (i.e. non-coalition force members) but, because of a professional or employment relationship, have access to the organization’s personnel, facilities and/or activities, and commit an act of terrorism, espionage, sabotage or subversion (TESS) targeting organization personnel. Insider Threats can be unintentional or deliberate Insider Attacks. Unintentional Insider Attacks refer primarily to cases of misidentification, negligent discharge, or any other ANSF-caused accidental injury or death of CF personnel. Deliberate Insider Attacks comprise Green-on-Blue (GoB) events or Insurgent (INS) Origin events. Both Green-on-Blue and INS Origin events are defined as an ANSF/NDS member who knowingly attacks, attempts to attack, and/or helps facilitate an attack against coalition forces (CF) with the intent to maim or kill CF personnel.

TALKING POINTS

- The insider attacks will have no impact on the ongoing ISAF plan for transitioning security responsibilities to the ANSF. The International Community remains committed to a secure Afghanistan.
- Insider attacks are the act of a desperate insurgency that is under increasing pressure from ANSF and Coalition Forces. Insurgents aim to inflict casualties, gain media coverage, degrade the domestic political will of Coalition Nations, and erode our strong bond with the ANSF. Their strategy will fail.

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AFGHANISTAN INSIDER THREAT (CONT'D)

- The enemy we are dealing with is adaptive and resilient. Their focus has shifted to carrying out high-profile attacks in order to undermine the new sense of security that has been felt by ordinary Afghans.
- Taliban insurgents are actively trying to infiltrate Afghan army and police formations. The insurgent group is also trying to turn Afghan soldiers and police against their coalition allies. Coalition forces are adapting to the Taliban's change in tactics. That's what professional militaries do and we are doing it in a way that ensures we continue to be able to partner.
- The easy answer is to say the insurgency has penetrated Afghan ranks, but the facts don't support that conclusion. Our analysis indicates about 10 percent of these attacks can be attributed directly to insurgents or ANSF who have been co-opted by the insurgency. The majority of these attacks are from personal grievances, cultural misunderstandings, or the stress Afghan soldiers and police are under as a result of unrelenting operations.
- Although it is not well known, the Afghans suffer almost as many casualties from Insider Threats as we do.
- The guardian angel program is one of many effective force protection measures that ISAF uses. For operational security concerns, I cannot go into any detail on this or any other of our force protection measures.
- As a matter of policy, we do not discuss specifics of force protection, but ISAF is reviewing, refining, and enhancing our force protection measures to meet mission requirements and ensure the personal safety of our forces.

POINTS OF CONTACT

- ISAF PAO, pressoffice@hq.isaf.nato.int
- RC-SW PAO, 9-1-760-846-3019, RCSWPAO@afg.usmc.mil

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AFGHANISTAN URINATION VIDEO INVESTIGATION

BACKGROUND

On or about Jan. 11, an amateur video appeared on the social media site YouTube allegedly depicting four (4) U.S. service members urinating on three dead bodies. Captions included in the video identified the four service members as U.S. Marines and the bodies as deceased Taliban.

Several senior leaders, including the Secretary of Defense, the Commander of the International Security Assistance Force (ISAF), and the Commandant of the Marine Corps issued condemnations of the act portrayed in the video.

LtGen Richard Mills, Commanding General of Marine Corps Combat Development Command CG, MCCDC, is the Consolidated Disposition Authority.

STATEMENT

"LtGen Richard Mills, CG, MCCDC, punished three Marines on Aug. 27, in accordance with the Uniform Code of Military Justice (UCMJ) for their involvement in the desecration and filming of deceased Taliban fighters.

The Marines pled guilty at Article 15, Non-Judicial Punishment hearings, to various offenses, to include urinating on a deceased Taliban fighter's body, wrongfully posing for a photograph with human casualties, wrongfully recording the incident on video, failing to report mistreatment, false official statements and violating orders.

Punishments included reduction in rank, forfeiture of pay and punitive letters for permanent placement in the Marines' record books.

LtGen Mills referred to trial by courts-martial charges against two other Marines on Sept. 21. SSgt Joseph W. Chamblin and SSgt Edward W. Deptola were charged for allegedly urinating on the deceased Taliban fighters, being derelict in their duties by failing to properly supervise junior Marines, failing to require junior Marines to wear their personal protective equipment, failing to stop and report the misconduct of junior Marines, failing to report the negligent discharge of a grenade launcher, and failing to stop the indiscriminate firing of weapons. Deptola is also charged with failing to stop the unnecessary damaging of Afghan compounds and wrongfully and indiscriminately firing a recovered enemy machine gun.

The charges are accusations against the individual Marines. The accused are presumed innocent and are guaranteed the right to due process under the UCMJ.

Other cases related to this incident are pending. In order to preserve the integrity of the investigations and to ensure fair and impartial legal proceedings in the future, we will not discuss evidence or specific findings of the investigations."

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POINT OF CONTACT

Col Sean Gibson, MCCDC PAO, 703-432-8420, Sean.d.gibson@usmc.mil

**** Any queries regarding the Afghanistan Urination Video Investigation should be directed to the point of contact at MCCDC. If pressed, please limit your answer to the statement above and refer the reporter to MCCDC. ****

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BANGLADESH FIRE—USMC TRADEMARK

BACKGROUND

On Nov. 24, 2012, a fire occurred at the Tazreen Fashions factory, a textile manufacturing facility in Bangladesh, killing more than 100 factory workers. Working conditions and safety standards at the factory have come under scrutiny by fair labor groups and fire officials in Bangladesh. In December, Marine Corps-branded designs and order forms apparently sourced from the North Carolina based clothing company M J Soffe were discovered in the burned Tazreen Fashions debris. M J Soffe produces men's and women's sports apparel, and sports gear under license with the Marine Corps Trademark Licensing Office (TMLO).

TALKING POINTS

- The Marine Corps requires licensees to adhere to Standards of Manufacturing Practices, which are set out in Schedule D of each License Agreement. In order to maintain high standards for decent and humane working conditions in the manufacturing operations of its Licensees, the Marine Corps has established specific guidelines for its licensees and their manufacturers around the world. The Standards of Practice include prohibitions against forced labor, child labor, health and safety, harassment or abuse, wages and benefits, working environment, and other issues.

Q&A

Q1: Did the Marine Corps authorize M J Soffe to manufacture products at Tazreen Fashions or at the factory of their parent company, Tuba Garments, LTD in Bangladesh?

A1: Neither Tazreen Fashions nor its parent company Tuba Garments, LTD, are authorized manufacturers of MJ Soffe-licensed Marine Corps-branded merchandise.

Q2: What does it mean to be an “authorized manufacturer” and what guidelines are in place to be considered as an authorized manufacturer?

A2: The Marine Corps requires licensees to adhere to Standards of Manufacturing Practices, which are set out in Schedule D of each License Agreement. The Standards of Practice include prohibitions against forced labor, child labor, health and safety, and other issues. Each licensee is required under the agreement to submit a Manufacturer's Agreement for each of its manufacturers. When an agreement has been submitted by the licensee and approved by the Marine Corps, it is considered as being an “authorized manufacturer.” Neither Tazreen Fashions nor its parent company Tuba Garments, LTD, are authorized manufacturers of MJ Soffe-licensed Marine Corps-branded merchandise.

Q3: Did M J Soffe inform TMLO that it was using the Tazreen factory in Bangladesh? Did it file a Manufacturer's Agreement with TMLO for this facility, as required under the License Agreement?

A3: No. TMLO has no record of M J Soffe ever informing TMLO as to its manufacturing activities in Bangladesh, either at the Tazreen Fashions factory or otherwise.

Q4: What are the Marine Corps' standards for manufacturers of licensed merchandise?

A4: In order to maintain high standards for decent and humane working conditions in the manufacturing operations of its licensees, the Marine Corps has established specific guidelines

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BANGLADESH FIRE—USMC TRADEMARK (CONT'D)

for its Licensees and their Manufacturers around the world. The Standards of Practice include prohibitions against forced labor, child labor, health and safety, harassment or abuse, wages and benefits, working environment, and other issues. Neither Tazreen Fashions nor its parent company Tuba Garments, LTD are authorized manufacturers of MJ Soffe-licensed Marine-Corps branded merchandise.

Q5: What is the Marine Corps doing to address the apparent unauthorized manufacturing activities of M J Soffe?

A5: Under the License, the Marine Corps can terminate the License if M J Soffe is found to be in breach of certain provisions. The Marine Corps has reason to believe that M J Soffe has in fact breached the license and has informed M J Soffe of its intention to terminate the license. In accordance with due process and fairness, the Marine has offered M J Soffe a period of time to provide information.

POINT OF CONTACT/SOURCING

HQMC DivPA Media Relations, 703-614-4309, ontherecord@usmc.mil

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CAMP LEJEUNE HISTORIC DRINKING WATER

BACKGROUND

In the 1980s, certain chemicals, which were unregulated at the time, were detected in wells of two of Camp Lejeune's drinking water distribution systems. The Marine Corps removed these wells from service the same day they were found to be affected. The Department of the Navy (DoN) has been working with the state of North Carolina and the Environmental Protection Agency (EPA) since the 1980s to identify and to clean up sites at the base. Independent investigations found no violations of federal law. DoN has worked diligently to identify and to notify individuals who may have been exposed to contaminated water. Scientific and medical studies on this issue continue to investigate whether diseases and disorders experienced by former residents and workers are or are not associated with their exposure to contaminated water at Camp Lejeune. Using good science, DoN's goal is to determine whether previous exposure to the contaminated water at Camp Lejeune resulted in any adverse health effects for our Marines, their families or our civilian workers.

For additional information on this issue, review the Questions and Answers booklet: [Camp Lejeune Historic Drinking Water Booklet](#) (2012).

The President signed the "[Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012](#)" into law. The law provides health benefits for 15 illnesses or conditions affecting veterans and their families who lived or worked at Camp Lejeune, N.C., for at least 30 days during the period from Jan. 1, 1957 to Dec. 31, 1987.

KEY MESSAGE

This is a very important issue for our entire Marine Corps family and a deeply personal matter for Marine Corps leadership. We care about every person who has ever lived or worked at Camp Lejeune. Some members of our Marines Corps family have experienced health issues that they think are associated with the water they used at Camp Lejeune. We are concerned about these individuals, and we are working with leading scientific organizations to seek science-based answers to the health questions that have been raised. We continue our commitment to find and notify those who used the water during the time period in question, and keep them informed regarding the latest scientific and medical information.

FILM "SEMPER FI: ALWAYS FAITHFUL"

Statement by MajGen James A. Kessler, Commander, Marine Corps Installation Command:

The Marine Corps takes very seriously the welfare of all of our Marines, family members, and employees. "Semper Fi: Always Faithful" does not fully address all of the complexities associated with the Camp Lejeune Historic Drinking Water issues. The Marine Corps was not a part of the production of this movie, but our priority remains working diligently and faithfully to resolve these important issues for our Marine Corps family, which includes those depicted in the film. We are committed to finding a responsible solution to this challenging and complex situation.

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CAMP LEJEUNE HISTORIC DRINKING WATER (CONT'D)

The Marine Corps continues to work with leading scientific organizations in an effort to provide comprehensive science-based answers to these health questions. We also continue our commitment to find and notify those who lived or worked aboard Camp Lejeune and we will continue to provide them information regarding the latest reliable scientific and medical findings.

The Department of the Navy is supporting and working with both the Centers for Disease Control's Agency for Toxic Substances and Disease Registry (ATSDR) and the National Academy of Sciences (specifically, the National Research Council (NRC)), and plans to continue support of ATSDR's study of possible associations between Camp Lejeune water exposures and health effects. We have dedicated more than \$30 million to fund these scientific efforts and also are coordinating with the Department of Veterans Affairs. I would encourage those with questions about the current state of the science to contact ATSDR (www.atsdr.cdc.gov) and NRC (www.nationalacademies.org).

The Camp Lejeune Historic Drinking Water issue is a very important concern for our entire Marine Corps family and a deeply personal matter for me and the Commandant.

"The Semper Fi: Always Faithful" trailer can be viewed [here](#).

TALKING POINTS

- The health and welfare of our Marines, Sailors, their families and our civilian workers are top priorities for the Marine Corps.
- The current drinking water at Camp Lejeune meets all government drinking water standards and is tested more often than required.
- The Corps continues to make progress notifying former residents and workers. We established a call center and registry in 2007 where people can provide contact information so we can notify them and keep them informed as these health studies are completed. We have registered more than 184,000 individuals and mailed more than 200,000 direct notifications.
- The Marine Corps relies on the scientific expertise of outside health agencies such as ATSDR to inform our understanding of this issue. Scientific/medical studies continue to investigate whether diseases and disorders experienced by former Camp Lejeune residents and workers are or are not associated with previous exposure to the drinking water at Camp Lejeune before 1987.
- This registry summary page had included duplicate registrations in state and regional totals since the page was reactivated March 28. This page has been updated to reconcile the counting of duplicate registrations from people who have registered more than once. No registrant data or records have been altered or removed from the database, and there has been no impact on the ability of individuals to register.

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CAMP LEJEUNE HISTORIC DRINKING WATER (CONT'D)

- The President signed the “Honoring America’s Veterans and Caring for Camp Lejeune Families Act of 2012” into law. The law provides health benefits for 15 illnesses or conditions affecting veterans and their families who lived or worked at Camp Lejeune, N.C., for at least 30 days during the period from Jan. 1, 1957 to Dec. 31, 1987.

WEBSITES AND RESOURCES FOR MORE INFORMATION

- [Official Camp Lejeune Historic Drinking Water Website](#)
- [ATSDR Camp Lejeune Website](#)
- [VA Health Benefit Information](#)

POINT OF CONTACT

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**** Any queries regarding the Camp Lejeune Historic Drinking Water issue should be directed to the point of contact at DivPA. If pressed, please limit your answer to the statement above and refer the reporter to DivPA. ****

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DIVERSITY

QUOTE

“We’re changing our entire approach. And you might ask, ‘Are you going to change your standards?’ The answer is ‘Hell no.’” – **Gen James F. Amos, Commandant of the Marine Corps**

BACKGROUND

Diversity is the aggregate of the varied cultures, backgrounds, talents, skills and abilities among Marines that (1) ensures our connectedness and special relationship with the American public, (2) leverages America’s varied pool of skills and abilities, and (3) maximizes individual differences as a force multiplier.¹ Our 35th Commandant says clearly in his Planning Guidance that we will “improve diversity representation throughout our Corps.”

To that end, Marine Corps Recruiting Command (MCRC) has an integral role at the accession point. During FY12, MCRC is engaging potential officer applicants, centers of influence and members of society at large in order to create awareness of opportunities within Marine Corps Officer and Enlisted programs and to remain connected with the American public.

These engagement events build lasting relationships among diverse communities, dispel common misconceptions about the Marine Corps, and increase overall diversity accessions.² Our survival, status and reputation depend on our special relationship with the American people. Diversity broadens the base of support with the most stakeholders and demonstrates inclusiveness in an ever changing demographic.³ The strategic end-state of the Marines Corps’ Diversity Program is to strengthen our connectedness with the American people.⁴

TALKING POINTS

- The effort to improve diversity is rooted in our core values of honor, courage and commitment. These same values that compel Marines to respect others, act with moral, mental and physical bravery while embracing a spirit of determination and dedication also guide our efforts to improve diversity.
- Success in diversity related endeavors will ensure our ability to maximize the total capabilities of the Marine Corps by leveraging the unique strengths of all Marines.
- Rapidly changing demographics will continue to propel diversity forward as a strategic issue. Support from leaders at every level is key, as it is the catalyst required to ensure the Marine Corps continues to be ready, relevant and representative of the nation it serves.

¹ Gen James F. Amos, CMC, “GOS Diversity Update,” Remarks at the General Officer Symposium (PowerPoint extract), 13 Oct 2011.

² MajGen Joseph L. Osterman, Commanding General Marine Corps Recruiting Command, “Fiscal Year 2012 Total Force Recruiting Operations Plan; Enclosure 13, FY12 Diversity,” MCRC, Quantico, VA, email dtd 8 Nov 2011.

³ Gen James F. Amos, CMC, “GOS Diversity Update,” Remarks at the General Officer Symposium (PowerPoint extract), 13 Oct 2011.

⁴ Gen James F. Amos, CMC, *Remarks to Marine Corps Recruiting Command’s National Commanders’ Conference*, San Diego, Calif., 18 Oct. 2011

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DIVERSITY (CONT'D)

- Five broad goals illustrate the direction in which the Marine Corps will move in order to confront challenges with diversity. The Marine Corps will:
 - Institutionalize diversity and inclusive policies and practices across the Marine Corps.
 - Maximize the positive effects of the total Marine Corps command climate.
 - Communicate the Marine Corps diversity mission through expanded community engagement, outreach and marketing.
 - Ensure each Marine is provided equitable opportunities for professional development and career progression.
 - Develop training and education packages to increase the Marine Corps' knowledge and understanding of diversity.
- The CMC intends for the Corps to remain true to its forward-looking mindset by setting the expeditionary example for raising mission capability through diversity. The Corps will make a cultural change through policies of inclusion, increasing its institutional knowledge of diversity and, where practical, adopting best practices from other leading organizations.
- The strategic end-state of the Marine Corps' Diversity Program is to strengthen our connectedness with the American people.
- The Marine Corps is committed to making concerted efforts to attract, mentor and retain the most talented men and women who bring a diversity of background, culture and skill in service to our nation.
- The Marine Corps has reinforced its high priority on minority officer recruiting and candidate mentoring in our recruiting efforts. The goal of diversity recruiting is to create a situation in which diverse populations are well informed about opportunities within Marine Officer and Enlisted programs, making them more familiar with and receptive to the Marine Corps thus generating more leads for both Officer Selection Officers (OSO) and Enlisted Recruiters.⁵
- The Marine Corps' diversity campaign plan is now in the staffing process. The plan will help the Corps focus its diversity effort in areas where improvement is most needed. Its purpose is to map out a coordinated approach to diversity that will sustain the successes realized throughout the enlisted ranks while laying the foundation to address shortfalls in the officer corps.

POINTS OF CONTACT

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⁵ MajGen. Joseph L. Osterman, Commanding General Marine Corps Recruiting Command, "Fiscal Year 2012 Total Force Recruiting Operations Plan; Enclosure 13, FY12 Diversity," MCRC, Quantico, VA, email dated 8 Nov 2011.

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DEFENSE POLICY REVIEW INITIATIVE (DPRI)

BACKGROUND

On Apr. 26, the U.S.-Japan Security Consultative Committee (SCC) reconfirmed that the U.S.-Japan Alliance, supported by a robust U.S. military presence in Japan, including U.S. Marine Corps forces in Okinawa, continues to provide the deterrence and capabilities necessary for the defense of Japan and for the maintenance of peace, security and economic prosperity in the Asia-Pacific region. To achieve the goals of the shared partnership between the two countries, the SCC decided to adjust the plans outlined in the May 1, 2006 SCC Document titled, "United States-Japan Roadmap for Realignment Implementation" (Realignment Roadmap). As part of these adjustments, the Ministers decided to delink both the relocation of the III Marine Expeditionary Force (MEF) personnel from Okinawa to Guam and resulting land returns south of Kadena Air Base from progress on the Futenma Replacement Facility.

TALKING POINTS

- The U.S.-Japan Alliance is stronger than ever before and is the cornerstone of regional security and prosperity.
- The alliance is flexible to adapt to new U.S. initiatives and changing circumstances while maintaining deterrence.
- This agreement helps mitigate impact of the Marine Corps presence on the Okinawan people and develops Guam as a strategic hub in the region.
- This plan helps achieve a force posture that is geographically distributed, operationally resilient and politically sustainable.
- Approximately 9,000 Marines will be relocated from Okinawa, of which some 5,000 will be relocated to Guam.
- End-state Marine Corps presence remaining on Okinawa will be consistent with the level envisioned in the Realignment Roadmap.
- Consistent with the 2009 Guam International Agreement, Japan will contribute \$2.8 billion in FY08 dollars (approximately \$3.1 billion in FY12 dollars because of inflation) toward facilities for the Marine relocation. Japan will also study developing training ranges in Guam and the Commonwealth of the Northern Mariana Islands for shared use as a part of that cash contribution.
- The governments of Japan and the United States will consider cooperatively developing training areas in Guam and the Commonwealth of the Northern Mariana Islands, to be used as shared use facilities by U.S. forces and the Japan Self Defense Forces.
- The United States will return some unused land to Japan immediately and has specified other areas that can be returned after either Japan builds replacement facilities on Okinawa or Marine units have relocated from Okinawa.

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DPRI/PACIFIC REALIGNMENT (CONT'D)

- Both sides will contribute to the cost of sustaining Marine Corps Air Station Futenma as an operational facility until a Futenma Replacement Facility (FRF) is operational. The GOJ will focus on project related to safety and environmental impact mitigation.
- The movement of Marines to Guam will not be linked to progress on the FRF.

WEBSITES FOR MORE INFORMATION

- <http://www.state.gov/r/pa/prs/ps/2012/04/188587.htm>
- <http://www.state.gov/r/pa/prs/ps/2012/04/188586.htm>

POINTS OF CONTACT

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RELATED BRIEFING CARDS: [Marine Rotational Force – Darwin](#), [MV-22 Basing on Okinawa](#), [Pacific Reorientation](#) and [UDP Resumption](#)

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USMC DSTRESS LINE

BACKGROUND

The Marine Corps DSTRESS Line provides 24/7, anonymous phone and chat counseling and referral service with a 'Marine-to-Marine' approach. The call center is staffed with veteran Marines and Fleet Marine Force (FMF) Navy Corpsmen who were previously attached to the Marine Corps, Marine spouses and other family members, and licensed behavioral health counselors with specific training in Marine Corps culture. The target audience is Marines, attached Sailors and families. DSTRESS Line's goal is to help callers improve total fitness and develop the necessary skills required to cope with the widely-varying challenges of life in the Corps. The DSTRESS Line was tested with a pilot program that began in the Western United States on Aug. 15, 2010. The Marine Corps leadership approved the results and the DSTRESS Line expanded to a Corps-wide capability on March 23, 2012.

The phone number and website for chat access is: 1-877-476-7734 and www.dstressline.com. The actual call center is contracted through TriWest Healthcare Alliance in Phoenix, Ariz.

STATISTICS FOR NOVEMBER 2012 (Updated on December 1, 2012)

- There were 411 total calls, chats and Skype sessions.
- Most calls and chats average 15-20 minutes.
- Most common behavioral health reason for contacting the DSTRESS Line: relationship stress. Other common reasons: post-traumatic stress disorder, stress management, and substance abuse. 358
- A total of 58 percent of calls and chats have "First Call Resolution."
- A total of 20 percent of calls and chats are referred to USMC resources (unit leadership, chaplain, Marine Corps Community Services). Other common referrals: Community Resources and Vet Center/VA.

TALKING POINTS

- The health and welfare of our Marines, Sailors, their families and our civilian workers are a top priority for the Marine Corps.
- We will ensure that all Marines (including single Marines that make up the majority of the Corps), Sailors and their families have availability and access to quality facilities and support programs, as well as resources and benefits that provide a quality standard of living.

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USMC DSTRESS LINE (CONT'D)

- Two foundational concepts that distinguish DSTRESS Line from other counseling services:
 1. Anonymity: Personal identification not required. Callers advised that counselors have a duty to contact appropriate authorities when someone is a danger to themselves or others. Counselors will attempt to gain that information if they perceive a threat.
 2. 'Marine-to-Marine' counseling: Callers speak with a veteran Marine, veteran FMF Corpsman, Marine family member, or a licensed counselor specifically trained in Marine Corps culture

WEBSITE FOR MORE INFORMATION

www.dstressline.com

POINTS OF CONTACT

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- Ms. Heather Hagan, Marine and Family Programs Division, PAO, 703-432-9542, heather.hagan@usmc.mil

RELATED BRIEFING CARDS: [Suicide Prevention](#) and [SAPR](#)

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eMARINE ORGANIZATIONAL COMMUNICATION TOOL

BACKGROUND

Manpower and Reserve Affairs (M&RA) Marine and Family Programs Division supports the enterprise communication tool, eMarine, for Commanders and their Family Readiness Officers (FROs) to effectively communicate family readiness information and notifications to assigned Marines, their families and extended families.

TALKING POINTS

- The eMarine website provides a more secure environment in which information, resources and support are available to Marines and their family members 24 hours a day, regardless of their geographic location.
- eMarine has 210,241 subscribers (as of November 29, 2012).
- eMarine provides all of the functionality of a FRO in an ad-hoc and online setting to meet the needs of geographically dispersed units and families across all components of the Marine Corps. eMarine is a Commander's tool that allows them to communicate directly to Marines and their family members.
- eMarine provides a standardized look for all unit pages, provides information and support to all unit members, email, announcements, calendar events, documents, photos, forums, and surveys, polls and reports.
- Marine Online Mass Communication Tool will remain available indefinitely for use by all units as an alternative email only solution.
- eMarine is a more secure site, created to give family members and Marines a safe way to communicate in a trusted environment where they can access documents, view photos and videos, participate in forums, and get important information about their Marines' unit from anywhere in the world, 24/7.

WEBSITE FOR MORE INFORMATION

- <https://www.emarine.org/skins/eMarine/home.aspx?mode=user>

POINTS OF CONTACT

- Ms. Ann Crittenden, Family Readiness Branch Head, 703-432-9264, ann.crittenden@usmc.mil
- Ms. Heather J. Hagan, Marine and Family Programs Division, PAO, 703-432-9542, heather.hagan@usmc.mil

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EXPEDITIONARY ENERGY

QUOTE

“For Marines, the term “expeditionary” is a mindset that determines how we man, train and equip our force. We know that resource efficiency aids in combat effectiveness, and that our investments in reset and modernization will provide a force that operates lighter, faster and at reduced risk. Likewise, our force will be more energy efficient to support the type of operations expected of us in the future. To do this, we are changing the way we think about, and use energy.” – **Gen James Amos, Commandant of the Marine Corps, 2012 Posture Statement to the HASC**

BACKGROUND

In March 2011, the Commandant issued the *Marine Corps Expeditionary Energy Strategy and Implementation Plan* to change the way we use energy. This is a “bases-to-battlefield” strategy, which means all Marines will be trained to understand the relationship between resource efficiency and combat effectiveness. Over the last 10 years of combat operations, we have become more lethal, yet have become critically dependent on fuel and batteries, putting our expeditionary capabilities and Marines at risk. By 2025, the Expeditionary Energy Strategy specifically directs the Marine Corps to create a MAGTF capable of maneuvering from the sea while only requiring liquid fuel for mobility systems once ashore. This means our C4I and life support systems will be powered by alternative and renewable energy and that our ground vehicles will be used to power our larger ground systems when required.

TALKING POINTS

- Renewable energy technologies are fielded with combat units in OEF and aboard ships with MEUs:
 - The Ground Renewable Expeditionary Energy Network System (GREENS) is a solar power system that provides 300W continuous power for small unit, forward deployed operations. GREENS has enabled austere patrol bases to be completely operated on renewal energy. Marines have also used GREENS with HIMARS, G-BOSS, M777 systems to reduce fuel and maintenance requirements.
 - The Solar Portable Alternative Communications Energy System (SPACES) provides light weight, man-portable power to charge batteries. SPACES has enabled extended patrol lengths and reduced battery resupply missions by infantry on foot.
 - Shelter Liners and LED Lights decrease shelter weight and increase insulation. Increased R-value of liners improves energy efficiency of shelters by 200% and LED lights reduce power required.
- Switching to rechargeable XX90 batteries over the last two years in OEF has lightened the load by 112 tons and saved \$7.5M (\$12.2M in 2010-2011 vs. \$4.7M in 2011-2012).

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EXPEDITIONARY ENERGY (CONT'D)

- Seeking more solutions, the Marine Corps is hosting a field demonstration at Camp Pendleton Sept 17-21 as part of the Experimental Forward Operating Base (ExFOB). Specific areas of interest at ExFOB 2012-2 are energy efficient heating and cooling of personnel, bulk water, electronics, vehicles, and shelters.
- The Marine Corps' Experimental Forward Operating Base (ExFOB) process is designed to identify and evaluate commercial technologies that can increase the self-sufficiency of expeditionary forces.
- Through the ExFOB process, we have reviewed more than 250 technologies, purchased 11 for extended user evaluation and transitioned four to Programs of Record.
- Expeditionary energy is a pillar of modernization for the Marine Corps. The Marine Corps is investing in innovative ways to integrate energy efficiency and performance in how we man, train and equip the force.
- Over the FYDP, the Marine Corps has directed \$350 million to Expeditionary Energy initiatives. 58% of this investment is directed toward procuring renewable and energy efficient equipment.
- We expect this investment to improve the energy efficiency of our MEBs by 9%. The future MEB will be able to operate one month longer on the same amount of fuel that we plan to use today, and it will need 208 fewer fuel trucks, thereby saving 7 million gallons of fuel a year.
- Marines trained to value resources, energy efficient equipment, and renewable energy sources provide our commanders with a lighter, more capable force that will go farther, stay longer, at less risk.
- For the commander, resource efficiency is a force multiplier when it comes to time, money, and lives:
 - Time – more time to focus on the mission, less on sustainment
 - Money – more money to training, less to rising energy costs
 - Lives – more Marines in the fight, fewer hauling fuel and water

WEBSITES FOR MORE INFORMATION

- [Video: Energy Efficient, Combat Effective](#)
- [Marine Corps Expeditionary Energy Office](#)
- [Marine Corps Expeditionary Energy Strategy and Implementation Plan](#)
- [Marine Corps Expeditionary Energy, Water and Waste Initial Capabilities Document](#)

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F-35B LIGHTNING II—JOINT STRIKE FIGHTER

BACKGROUND

The F-35 will replace the Marine Corps' aging legacy tactical fleet. In addition to replacing the F/A-18A-D Hornet, the Marine Corps will replace the AV-8B Harrier and EA-6B Prowler, essentially necking down to one common tactical fixed-wing aircraft. The integration of the F-35B/C strike fighters will provide the dominant, multi-role, fifth-generation capabilities needed across the full spectrum of combat operations to deter potential adversaries and enable future naval aviation power projection.

TALKING POINTS

- As we modernize Marine fixed-wing aviation assets for the future, the continued development and fielding of the short take-off and vertical landing (STOVL) F-35B Joint Strike Fighter remains the centerpiece of this effort.
- The F-35B supports our doctrinal form of maneuver warfare and our tactical and operational needs for close air support in austere conditions and locations where traditional fighters will potentially be unable to get access when our Marines and Sailors need them the most.
- The capability inherent in a STOVL jet allows the Marine Corps to operate in harsh conditions and from remote locations where few airfields are available for conventional aircraft. It is also specifically designed to operate from amphibious ships—a capability that no other tactical aircraft possesses.
- The F-35B represents the Marine Corps' ongoing effort to modernize our aging fleet of aircraft and to take advantage of fifth generation technology that will greatly enhance our capabilities as America's expeditionary crisis response force.
- From Operation Desert Storm to today's present conflict in Afghanistan, STOVL technology has enabled tactical fixed-wing aviation to operate from expeditionary locations ashore and afloat in close proximity to ground forces. The responsive and persistent intelligence, surveillance, reconnaissance and strike capabilities have saved lives and provided operational commanders with a tremendous tactical advantage
- The F-35B program has been a success story throughout the past year. Due to the performance of F-35B prototypes in 2011, the program was recently removed 12 months early from a fixed period of scrutiny. The F-35B completed all planned test points, made a total of 260 vertical landings (versus 10 total in 2010) and successfully completed initial ship trials on USS *Wasp*.
- The strategic value of the F-35B can't be underscored enough. With a fully-fielded fleet of F-35Bs and Cs, the Nation will maintain 22 capital ships – 11 carrier and 11 amphibious assault – with strike assets capable of projecting influence and conducting strike operations.

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F-35B LIGHTNING II - JOINT STRIKE FIGHTER (CONT'D)

- Once fully fielded, the F-35B will replace three legacy aircraft – F/A-18, EA-6B and AV-8B – saving the DoD approximately \$1 billion in legacy operations and maintenance costs.

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FEMALE PHYSICAL FITNESS TEST

BACKGROUND

ALMAR 046/12 (27 Nov 2012) announced that female Marines would conduct pull-ups instead of flexed arm hangs during the Physical Fitness Test (PFT).

TALKING POINTS

- All Marines are held to a high standard of physical fitness.
- The Physical Fitness Test and Combat Fitness Test are designed to provide a measure of the physical fitness required of Marines. The PFT and CFT also challenge Marines to constantly strive to improve their fitness.
- The requirement to do pull-ups provides a challenging but realistic and obtainable goal for our female Marines.
- The flexed arm hang (FAH) has been a PFT event for females since 1975, but there have always been concerns for its validity as a test of dynamic upper body strength for military duties. These concerns have been validated by military and civilian research.
 - Addressing these concerns, in 2010 CMC directed a study by TECOM to recommend an alternative to the FAH. The study was completed in 2011, and recommended adopting the pull-up.
- Pull-ups are a more accurate test of muscular strength, and training for them causes muscular strength adaptations necessary for military tasks such as pulling oneself over obstacles or lifting and carrying equipment.
 - The FAH is mostly a test of static, or isometric strength, and training for it elicits little muscular strength adaptation.
- The scoring matrix is based on observations of female Marine pull-up performance in the 2011 study and other settings, as well as leadership confidence that Marines will rise to this challenge.
 - The point values follow CMC guidance to make the PFT a gender neutral test, with gender normed scoring.
 - The scoring at this starting point accounts for the difference between male and female upper body strength.
- This change is in line with the 2006 Marine Corps "Concept for Functional Fitness," which brought to the forefront contemporary strength and conditioning methods and the need to apply these principles in preparing our Marines for the tough physical challenges they will face in combat and peacetime training.

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FEMALE PHYSICAL FITNESS TEST (CONT'D)

WEBSITES FOR MORE INFORMATION

- ALMAR 046/12:
<http://www.marines.mil/News/Messages/MessagesDisplay/tabid/13286/Article/134672/change-to-the-physical-fitness-test.aspx>
- <https://fitness.usmc.mil/FPFT/default.aspx>

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GLOBAL COMBAT SUPPORT SYSTEM – MARINE CORPS (GCSS-MC)

QUOTE

“GCSS-MC has the potential to be the most significant logistics advancement we’ve made in the Marine Corps in thirty years. The application of this 21st century technology will improve warfighter support and enhance resourcing decisions at the enterprise level. Once fielded and fully functional, GCSS-MC will have a transformational effect on our ability to manage the logistics chain.” – **MajGen Mike Dana, Director, Logistics Plans, Policies and Strategic Mobility Division (LP)**

BACKGROUND

- To both improve and simplify logistics operations, the Marine Corps is implementing the Global Combat Support System-Marine Corps (GCSS-MC). GCSS-MC is a key component of the Corp’s MAGTF Logistics Support Systems (MLS2s) portfolio of advanced technologies giving Marines greater capabilities, agility and lethality on today’s battlefield.
- GCSS-MC is a web-based, globally-accessible, logistics information system that gives Marines a single point-of-entry to conduct retail supply and maintenance transactions and access logistics management information. It replaces three legacy systems with a single, fully modern, upgradable system. When fully implemented, Marines will not need the multiple systems required today for different supply and maintenance-related logistics requests. In particular, the SASSY, ATLASS, MIMMS and PC-MIMMS systems will be retired.
- GCSS-MC is based on a commercial off-the-shelf product, Oracle’s e-Business Suite. It positions the Marines to meet the rapidly escalating needs for reliable data today and to easily take advantage of upgrades to new technology in the future.

TALKING POINTS

- As of late 2012, almost 23,000 Marines have been trained on GCSS-MC and on a typical day 4,300 Marines log in to the system to conduct supply and maintenance transactions. Total Force Implementation of GCSS-MC Release 1.1 will be completed by the end of 2012, except for the 24th Marine Expeditionary Unit that recently returned from deployment.
- While Marines are still learning how to maximize the system’s capabilities, the Corps is already starting to see some dramatic improvements in supply and maintenance operations. For example, GCSS-MC users have reported receiving critical supply status information in less than seven hours compared to 34 hours when using legacy systems. In many cases this information is received within minutes.

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GCSS-MC (CONT'D)

- GCSS-MC helps logisticians do a better job of planning, reporting, making decisions and managing the Corps' assets. It provides integrated logistics management, making logistics support more responsive, reliable and accurate.
- Marines using the system benefit from:
 - Improved asset visibility – knowing what they have and where needed supplies/materials are located
 - Better materiel readiness – Marines know if they're logistically ready for battle
 - Improved speed and accuracy – Marines can trust their logistics data
 - Web-based, deployable system – provides greater mobility and is easier to upgrade
 - Automation of many manual tasks – saves time, increases accuracy and reduces space for record keeping
- GCSS-MC is based on a Commercial-Off-the-Shelf (COTS) system designed to use transactional industry standards to exchange data with other Services and Agencies. GCSS-MC will be a feeder system to GCSS-Joint, and currently exchanges data with the Defense Logistics Agency.
- Fielding an enterprise IT system is challenging, and GCSS-MC development and implementation has been no exception. However, GCSS-MC Release 1.1 is now fielded and yielding tangible benefits. As users become more knowledgeable and the system is refined throughout Post Deployment Sustainment and Support, additional benefits of the new system will be realized.

WEBSITE FORMOREINFORMATION

<http://www.iandl.marines.mil/Divisions/LP/GCSS-MC>

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GROUND EQUIPMENT RESET STRATEGY

QUOTE

“The Marine Corps is a middleweight force; this title entails a high state of readiness and the ability to operate on our arrival. As such, we must swiftly repair and remodernize our equipment while also divesting ourselves of what is obsolete. Placing the right equipment, in the proper condition at the right cost, into the hands of the warfighter is vital to this effort” – Gen James F. Amos, Commandant of the Marine Corps, Operation Enduring Freedom Ground Equipment Reset Strategy

BACKGROUND

The Marine Corps' first priority is to provide the best equipped and best trained force to meet combatant commander requirements around the world. In the past decade, we've achieved this by maintaining high readiness rates in forward-deployed units at the expense of our non-deploying units at home stations. Supply readiness of units at home stations has hovered at around 65% as a result. Additionally, to support the President's decision to surge forces into Afghanistan in late 2009, almost half of the required equipment required to meet that demand was shipped directly from Iraq. The immediate capability increase in Afghanistan was paid by a deferring the reset of our Iraq equipment. After a decade of combat operations, our equipment is stressed and has experienced increased wear and tear because of the harsh environment, high operational tempo and the additional weight from the state-of-the-art armor required to protect our Marines.

TALKING POINTS

- The CMC signed the “Marine Corps OEF Ground Equipment Reset Strategy” on Jan. 1. The Reset Strategy helps to identify what equipment we will reset and what we will divest. It prioritizes investment and modernization decisions in accordance with the capabilities of our middleweight force construct, defining unit-level mission essential tasks and equipment requirements to support the range of military operations, and equips to core capabilities for immediate crisis response deployment and building strategic depth.
- An “Operation Enduring Freedom Ground Equipment Reset Playbook” provides individual equipment item details to guide the disposition of the equipment, forecast transportation requirements, and direct the proper care, packaging and segregation of each item to ensure maximum effectiveness of resources.
- The Reset Strategy leverages all assets available to fix as far forward as possible using organic and joint capabilities and to properly assess that equipment in theater to ensure it reaches its optimal repair location without incurring redundant transportation costs.

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GROUND EQUIPMENT RESET STRATEGY (CONT'D)

- Reset is made up of strategic and operational components; for our near term, operational reset, the Marine Corps requested \$1.3 billion in our Overseas Contingency Operations (OCO) FY13 President's Budget submission. Strategic reset costs will not be finalized until Operation Enduring Freedom (OEF) operations have ceased, but our current estimate is \$3.2 billion over a two to three year period following the return of equipment from Afghanistan. This estimate continues to be refined based on our future 182,100 force structure, the condition of gear returning from 10 years of war and modified acquisition objectives.
- The execution of strategic reset is well underway. Since August 2011, our commanders have been retrograding the equipment, supplies, repair parts and ammunition currently not needed for combat. Marine Corps Logistics Command is executing the Strategy as the Executive Agent for tactical planning and execution.
- The Marine Corps philosophy of frugality permeates throughout our expeditionary culture. We optimize every dollar provided by Congress and continually seek to provide the most cost efficient and combat effective force.
- As frugal stewards of our nation's resources, we will maintain strict fiscal accountability, ensure accurate inventory accountability and in-transit visibility throughout the process. As part of the Reset Strategy, the Marine Corps will establish a comprehensive data collection plan to measure average rate of return, transportation costs, fiscal expenditures and other metrics to capture the audit-ability of the reset of the force.

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HAZING

QUOTE

"I want to be clear to all Marines that hazing has no place in a disciplined and professional military force...It does not promote loyalty, does not build esprit de corps and does not prepare Marines for combat." – **Gen James F. Amos, Commandant of the Marine Corps, ALMAR 005/12**

TALKING POINTS

- The most common example involves initiation or congratulatory acts. Hazing also includes any conduct whereby a military member or members, regardless of service or rank, without proper authority causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning or harmful. Regardless of the form it takes, hazing is always unacceptable.
- The Marine Corps continues to foster an environment where enforcement of all appropriate policies and regulations against hazing remains a readily-accessible tool for ensuring discipline in the force.
- The Corps is committed both to preventing hazing and to holding offenders accountable for their actions so that Marines and Sailors are afforded an opportunity to excel and to leverage their diverse talents for the benefit of our Service.
- On Feb. 1, the Marine Corps updated the Marine Corps Order on Hazing. The CMC did this to re-emphasize our commitment to ensure that all Marines are treated with dignity and respect.
- On Feb. 2, the CMC issued an ALMAR 005/12 "Hazing," in which he issued a stern message to commanders to ensure that all Marines are treated with dignity, care and respect, and for Marines to be ever vigilant for signs of hazing within our ranks.

Training

- All Marines, officer and enlisted, receive rank and experience appropriate Values-Based Training on the Marine Corps' policy prohibiting hazing. This continuum of instruction—all told some 10 or more instances during an average Marine's career—creates a comprehensive approach that ensures that hazing and all other Values-Based Training subjects will be addressed with maximum frequency throughout a Marine's career.
 - At boot camp, recruits receive more than 31 hours.
 - At Officer Candidates School, candidates receive more than 48 hours, including instruction on the policy prohibiting hazing.
 - Enlisted Marines continue their training at follow-on schools in the Infantry Training Battalion with an additional 12 hours of instruction.
 - Officers receive an additional 16 hours of instruction at The Basic School.
 - Then, when Marines join the Operating Forces, they continue to receive instruction on the policy prohibiting hazing through an annual training requirement outlined in Marine Corps Bulletin 1500.

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HAZING (CONT'D)

- Additionally, Marines attending professional military education courses receive rank-appropriate training on hazing with a focus on leadership and enforcement of policy.

Q&A

Q1: Does the Marine Corps have a problem with hazing?

A1: The Marine Corps takes the issue of hazing very seriously. Through training and engaged leadership, we are actively taking steps to prevent hazing from occurring. Leaders are also charged with appropriately holding Marines accountable for violating the Marine Corps policy prohibiting hazing.

WEBSITES FOR MORE INFORMATION

- Hazing ALMAR issued Feb. 2:
<http://www.marines.mil/News/Messages/MessagesDisplay/tabid/13286/Article/109433/hazing.aspx>
- Updated Marine Corps Order (MCO) 1700.28A:
<http://www.marines.mil/Portals/59/Publications/MCO%201700.28A.pdf>

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RELATED BRIEFING CARD: [Military Justice System](#)

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HERITAGE BRIEF

QUOTE

"I am concerned with the public image of the Marine Corps. We're called to a higher standard." –
Gen James F. Amos, Commandant of the Marine Corps

BACKGROUND

As the world's premier fighting force, we have exceptionally high expectations for leadership and conduct. Several recent incidents involving Marines have compelled the Commandant (CMC) and the Sergeant Major of the Marine Corps (SMMC) to take an introspective look into the spiritual health of the Corps after more than a decade of combat. They are traveling around the Corps to reinforce their expectations for leadership and conduct with officers and SNCOs. As follow-on to the CMC and SMMC briefings, the CMC directed Marine Corps University to develop a period of instruction to be delivered to the force as a part of a larger Marine Corps-wide ethics stand-down. MCU personnel will deliver this POI, "Developing Ethical Leaders," to all O-6 and O-5 Commanders and their senior enlisted advisors. Commanders are then directed to conduct a one-day unit stand-down to address ethical behavior with their Marines.

TALKING POINTS

- The Heritage Briefs are an opportunity for the CMC and the SMMC to talk eyeball-to-eyeball with the leadership of the Marine Corps and reinforce with each of them that they are personally responsible for keeping the Marine Corps' honor clean and preserving our rich legacy of valor.
- We simply cannot allow the actions of an irresponsible few outshine the accomplishments and sacrifices of thousands of Marines, many of whom have bled and some whom have died, on the battlefields of Iraq and Afghanistan.
- The Commandant has directed his leaders to focus on the following areas: personal accountability, sexual assault, standards of conduct, and hazing. He recognizes that the Corps can improve in these areas, and the CMC and the SMMC are concerned and are personally involved to ensure that the Corps is focused on improving in these areas.

WEBSITE FOR RELATED INFORMATION

<http://www.marines.mil/news/messages/Pages/MARADMIN258-12.aspx/>

POINTS OF CONTACT

- LtCol Joe Plenzler, CMC PAO, 703-614-2326, joseph.m.plenzler@usmc.mil
- LtCol Neil Murphy, HQMC DivPA, 703-614-4309, neil.f.murphy@usmc.mil

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KEEPING FAITH

QUOTE

"I promised my Marines that we were going to do this responsibly and we would keep faith with the Marines. To do that, I don't want to cut 10,000 Marines in one year. I think that's irresponsible. ... We'll begin to draw down in a measured rate such that we don't break faith with Marines." – **Gen James F. Amos, Commandant of the Marine Corps**

TALKING POINTS

- The Marine Corps' greatest asset is our Marines.
 - The bedrock of the United States Marine Corps is our Marines. We value the men and women who have answered the call to serve as a Marine.
 - Our mission is to create quality Marines thus returning better citizens back to communities across our Nation.
 - The Marines who have faithfully served throughout the past decade have made invaluable contributions to our national security and our efforts overseas. We recognize their efforts and appreciate their service.
- The health and welfare of our Marines, Sailors and their families are a top priority for the Marine Corps.
 - We will ensure that all Marines (including single Marines that make up the majority of the Corps), Sailors and their families have availability and access to quality facilities and support programs, as well as resources and benefits that provide a quality standard of living.
 - We know that behind each Marine is a support network that enables the Marine to effectively do their job, whether on the front lines or the home front.
 - We have an array of assistance programs to support the health of our Marines and their families, including behavioral health, suicide prevention, substance abuse treatment and family advocacy.
- Taking care of our wounded, ill and injured and their families is a responsibility the Corps takes seriously.
 - The Wounded Warrior Regiment provides and facilitates assistance to wounded, ill and injured Marines and their family members, throughout the phases of recovery.
 - Access to trained legal counsel is available to wounded, ill and injured Marines throughout the Disability Evaluation System (DES) process to ensure their interests are protected.
 - We will enhance the capabilities of the Wounded Warrior Regiment to provide added care and support to our wounded, injured and ill Marines.
- As the mission changes overseas, we will conduct a smooth drawdown in the size of force that maintains the faith of our Marines and families, as well as meets the demands of national security.
 - It is our goal to reduce end strength through the normal attrition processes.
 - We will make concerted efforts to retain the most talented and qualified men and women who bring a diversity of background, culture and skill in service to our Nation.

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KEEPING FAITH (CONT'D)

- We believe that focused leadership at all levels is the key to having an effective drawdown process.
- Once a Marine, always a Marine. There is no such thing as a former Marine.
 - The Marine Corps believes in taking care of its own, and that commitment does not end when they leave active duty.
 - We have launched an end-to-end transition assistance process improvement plan that directly improves the quality of support provided to our Marines from enlistment to post separation.

POINT OF CONTACT

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MANPOWER DRAWDOWN

QUOTE

"We will draw down our force from 202,100 Marines beginning in FY13. As we reduce end strength, we will manage the rate carefully – approximately 5,000 Marines per year – so we reduce the force responsibly. The resulting 182,100 Marine active duty force, retains the capacity and capability to support current and crisis response operations through rotational deployments, and to rapidly surge in support of major contingency operations." – **Gen James F. Amos, Commandant of the Marine Corps**

BACKGROUND

On Jan. 26, the SecDef announced the reduction of the force to an end-strength of 182.1K (from 202K) over the course of four years. Since this announcement, force structure reviews and manpower planning have continued, along with senior leader engagements and Congressional testimony.

CMC has approved a multi-year plan to drawdown the Corps from our current end strength of 202,100 in FY12 to 182,100 by the end of FY16. We will begin reducing our active component end strength in FY13 by about 5,000 Marines a year.

TALKING POINTS

- These reductions will be made in a measured and responsible way to maintain a healthy force.
- We will avoid excessive accession cuts while ensuring we have the right number of Marines in every grade with the right skills and experience.
- We will remain faithful to our Marines and families by maximizing voluntary force shaping tools.
- Competition for promotion, retention and accession will be tougher, but Marines will be allowed to complete their current contracts. Marines will need to bring their "A Game" each and every day.
- We will provide adequate transition time, effective transition assistance and family support.
- The resulting force of 182,100 active duty Marines will retain the capacity and capability to support current and crisis response operations through rotational deployments.
- We will continue to provide our Nation with the most ready, capable and cost-effective force.
- A Corps-wide road show is wrapping up in May, but the detailed Power Point presentation from that brief is available to all Marines online via the drawdown information portal.

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MANPOWER DRAWDOWN (CONT'D)

WEBSITES FOR MORE INFORMATION

- https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MP/MPP/Z_Drawdown%20Information
- <http://www.marines.mil/news/messages/Pages/MARADMIN179-12.aspx/>

POINT OF CONTACT

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RELATED BRIEFING CARDS: [Keeping Faith](#) and [Transition Assistance](#)

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MARINE FORCES RESERVE

QUOTE

“Although reshaping the Marine Corps from 202,100 Marines to a force of approximately 182,100 Marines entails some risk to our ability to simultaneously respond to multiple large contingencies, it is manageable. We intend to leverage the diverse depth and range of our Reserve component both to mitigate risk and maximize opportunities where available.” – **Gen James F. Amos, Commandant of the Marine Corps, 2012 Report to Congress**

TALKING POINTS

- Marine Forces Reserve is well positioned to be the Force of Choice for augmentation to the active component, reinforcement for service priorities and sustainment as a relevant force now and for the future. Aligned with the middle weight force of America's Expeditionary Force in Readiness, Marine Forces Reserve provides options to active component leaders and Combatant Commanders from support of disaster relief to providing strategic depth through sustained augmentation for major contingency operations.
- Marine Forces Reserve is proactively aligned and seamlessly integrated with the active component and is composed of well-equipped, highly trained, and competent professionals. Dependable, flexible, and capable across the range of military operations, Marine Forces Reserve is the essential shock absorber for the active component in the ambiguous global environment that we face in the future.
- Marine Forces Reserve is composed of the Force Headquarters Group, 4th Marine Division, 4th Marine Aircraft Wing and the 4th Marine Logistics Group, which are located aboard Marine Corps Support Facility New Orleans.
- The Selected Marine Corps Reserve authorized end strength is 39,600 and an additional 56,662 Marines are in the Individual Ready Reserve (as of July 18, 2012).
- More than 80,000 Reservists have been activated or mobilized since Sept. 11, 2001. This operational tempo has built a momentum among our war fighters and a depth of experience throughout our ranks that is unprecedented in generations of Marine Corps Reservists.
- Marine Forces Reserve provided the command element for the Marine Week program. Marine Forces Reserve is well-positioned to continue in this capacity due to its national footprint, deep connection with local communities, and integration of active and reserve component personnel at our Reserve centers across this great Nation.
- Marine Forces Reserve's continued engagement in theater security cooperation missions is a key enabler for the active component's focus on overseas contingency operations as Marine Forces Reserve participates in more than 20 large-scale theater security cooperation exercises annually.

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MARINE FORCES RESERVE (CONT'D)

- Marine Forces Reserve supports the Marine Corps Toys for Tots Foundation to manage and organize volunteers to collect new, unwrapped toys and distribute those toys to less fortunate children throughout the U.S. Since its inception in 1947, Toys for Tots has distributed more than 400 million toys.

POINT OF CONTACT

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MEU TRACKER

15th MEU

- **Currently deployed to the CENTCOM and U.S. 5th Fleet area of operations to support current missions, maritime security operations and theater security cooperation efforts.**
- Commanding Officer: Col Scott Campbell
- Units: BLT 3/5, HMM-364 (REIN), CLB-15
- Deployment Dates: Sept. 2012 – May 2013
- PAO: Capt. Justin Smith, justin.e.smith@usmc.mil
- Web: <http://www.15thmeu.marines.mil/>
- Facebook: <http://www.facebook.com/15thMarineExpeditionaryUnit>
- Photos/Video: <http://www.dvidshub.net/unit/15MEUPA>

24th MEU

- **Before Thanksgiving, 24th MEU was extended in the 6th Fleet area of operations/ Mediterranean Sea on its eighth month of deployment as an expeditionary crisis response force with the Iwo Jima Amphibious Ready Group. Earlier in November, prior to their extension, 24th MEU participated in a port stop with USS Iwo Jima and USS New York in Rota, Spain, while USS Gunston Hall visited Toulon, France. While in Rota, USS New York completed final washdown of equipment and Marines aboard USS Iwo Jima participated in a formal reception in commemoration of Naval and Marine Corps aviation, which was attended by the U.S. Ambassador to Spain and other U.S. and Spanish dignitaries.**
- Commanding Officer: Col Frank Donovan
- Units: BLT 1/2, VMM-261 (REIN), CLB-24
- Deployment Dates: Mar. 2012 – Nov. 2012
- PAO: Capt Robert Shuford, Robert.shuford@iwo-jima.usmc.mil
- Web: <http://www.marines.mil/unit/24thmeu>
- Facebook: <http://www.facebook.com/24thmeu>
- Photos/Video: <http://www.dvidshub.net/units/24meu>

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MEU TRACKER (CONT'D)

- Twitter: <http://www.twitter.com/24thmeu>

31st MEU

- ***Recently returned from the three month-long Fall Patrol 2012 having completed the 29th iteration of Philippine Bilateral Amphibious Landing Exercise; the 31st MEU also conducted port visits in Guam, the Republic of the Philippines, Malaysia and Hong Kong. The 31st MEU is currently rotating the battalion landing team from 2nd Battalion, 1st Marine Regiment to 1st Battalion, 5th Marine Regiment and is making preparations for Spring Patrol 2013 as the Marine Corps' force in readiness in the Asia-Pacific region.***
- Commanding Officer: Col John Merna
- Units: BLT 2/1, HMM-262 (REIN), VMA-542, CLB-31
- The 31st MEU is the only continually forward-deployed MEU and remains the United States force-in-readiness in the Asia-Pacific region.
- PAO: Capt Garron Garn, garron.garn@usmc.mil
- Web: www.31stmeu.marines.mil
- Facebook: <http://www.facebook.com/31stMEU>
- Photos/Video: <http://www.dvidshub.net/units/31MEU>
- YouTube: www.youtube.com/the31stmeu

BACKGROUND

Since World War II, in nearly every crisis, the United States Marine Corps has deployed projection forces, with the ability to move ashore with sufficient sustainability for prolonged operations. These forces have been organized into Marine Air Ground Task Forces (MAGTF), a combination of air, ground and support assets. MAGTFs are established for specific missions, or in anticipation of a wide range of possible missions. Combining air, ground and logistic assets maximizes the combat power of each of the war fighting elements. MAGTFs have long provided the United States with a broad spectrum of response options when U.S. and allied interests have been threatened and in non-combat situations that require instant response to crisis. Selective, timely and credible commitment of air-ground units have, on many occasions, helped bring stability to a region and sent signals worldwide to aggressors that the United States is willing to defend its interests, and it is able to do so with a significantly powerful force on extremely short notice.

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MEU TRACKER (CONT'D)

The Marine Expeditionary Unit (MEU) is the smallest of the MAGTFs and is comprised of about 2,200 Marines and Sailors. The MEU's major elements are the Command Element (CE), the Ground Combat Element (GCE), the Aviation Combat Element (ACE), and the Logistics Combat Element (LCE).

The CE is comprised of the commanding officer and supporting staff – about 200 Marines and Sailors. It provides the overall command and control essential for effective planning and execution of operations and synchronizes the actions of each element within the MEU. Skill sets falling under the command element include: administration, intelligence, operations, logistics and embarkation, communications, legal and public affairs.

The GCE is built around an infantry battalion and provides the overland combat power for the MEU. Assets inherent within the standard infantry battalion include: medium and heavy machine guns, mortars, combined anti-armor teams and scout snipers. While assigned to the MEU, the unit, designated a Battalion Landing Team, is reinforced with light armored reconnaissance vehicles, tanks, artillery, combat engineers and assault amphibian vehicles.

The ACE is a composite squadron that provides the MEU medium to heavy lift capability, assault support and close air support (CAS). Its assets include: MV-22 Osprey tilt-rotor aircraft or CH-46 Sea Knight medium lift helicopters, CH-53E Super Stallion heavy lift helicopters, AH-1 Super Cobra helicopter gunships, UH-1 Huey utility helicopters and AV-8B Harrier jump jets. With a force strength of approximately 500, the ACE includes air traffic control, aircraft maintenance/support and aviation logistics/supply capabilities.

The LCE, about 250 Marines and Sailors strong, provides combat support such as supply, maintenance, transportation, explosive ordnance disposal, military police, water production and distribution, engineering, medical and dental services, fuel storage and distribution, and other services to the deployed MEU. The LCE gives the MEU the ability to support itself for 15 days in austere expeditionary environments.

TALKING POINTS

- MEUs operate continuously across the globe and provide the President and the unified combatant commanders with a forward-deployed, flexible sea-based MAGTF.
- The distinct ability of amphibious forces to gain access to critical areas anywhere in the world with ground, air and logistics forces enables the Navy-Marine Corps team to shape actions across the range of military operations to resolve conflict, conduct humanitarian assistance or combat the enemy in remote, austere environments that would otherwise be inaccessible.
- With the increasing concentration of the world's population close to a coastline, the ability to operate simultaneously on the sea, ashore, and in the air, and to move seamlessly between these three domains represents the unique value of amphibious forces.
- "Expeditionary" is not a bumper sticker to us, or a concept, it is a "state of conditioning" that Marines work hard to maintain.

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MEU TRACKER (CONT'D)

- We are the nation's crisis response force of choice. We have a unique capability to respond to today's crises, with today's force – today.
- Always ready when the nation is least ready, Marines are either forward deployed or capable of deploying, often from the sea, on short notice to crises around the world.

POINT OF CONTACT

Capt Greg Wolf, HQMC DivPA, 703-614-4309, gregory.wolf@usmc.mil

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MARINE SECURITY GUARD EXPANSION

BACKGROUND

The Senate voted Nov. 28, 2012 to authorize up to a 1,000-person increase in the size of the Marine Corps to provide additional Marine Security Guards (MSG) for U.S. embassies and consulates. The extra personnel would be authorized beginning Oct. 1, 2013, taking approximately three years to staff the additional Marines at identified Department of State overseas facilities. While the legislation is still pending, there is media interest in the potential increase and impacts to the ongoing manpower drawdown. **Public affairs posture is passive. Forward all queries without comment to DivPA.**

STATEMENT

"We are still on our glide slope to 182,100 Marines by Fiscal Year 2017. Because the proposed increase in embassy security guards is pending legislation, it would be premature to comment or speculate on the outcome.

The Marine Corps is prepared to support. If there's a requirement for an increase in embassy security guards, we will meet the requirement. Any future changes to the end strength will depend on decisions made after a report to Congress."

TALKING POINTS

- The primary mission of the Marine Security Guard is to provide internal security at designated U.S. diplomatic and consular facilities in order to prevent the compromise of classified material vital to the national security of the United States. The secondary mission of the MSG is to provide protection for U.S. citizens and U.S. government property located within designated U.S. diplomatic and consular premises during exigent circumstances (urgent temporary circumstances which require immediate aid or action).
- Marine Security Guards are created from Marines who volunteer for this unique duty after going through an intense screening process. Upon arrival at MSG school, they are given the training required for them to protect classified material at whichever post they are assigned to worldwide. The school lasts six weeks for watch standers and seven weeks for detachment commanders.
- The Marine Corps Embassy Security Group (MCESG) has over 1,200 Marines stationed throughout the world at security detachments and regional headquarters. There are detachments in over 130 countries.

WEBSITE FOR MORE INFORMATION

- <http://www.mcesg.marines.mil/>

POINT OF CONTACT/SOURCING

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MV-22 OSPREY

BACKGROUND

The V-22 is the world's first production tiltrotor aircraft. This aircraft's tiltrotor technology is revolutionizing military assault support in a manner not seen since the introduction of helicopters more than 50 years ago. Unlike any aircraft before it, the V-22 successfully blends the vertical flight capabilities of helicopters with the speed, range, altitude and endurance of fixed-wing transports. This unique combination provides an unprecedented advantage to warfighters, allowing current missions to be executed more effectively, and new missions to be accomplished that were previously unachievable on legacy platforms.

The MV-22B Osprey is the U.S. Marine Corps' version of this aircraft. The incredible effectiveness and survivability of this versatile aircraft have been demonstrated again and again, from land-based operations in Iraq and Afghanistan to sea-based operations in Haiti and Libya. The MV-22B Osprey provides commanders with unprecedented agility and operational reach. As the U.S. Marine Corps continues to transition its aviation platforms in the years ahead, the MV-22B's revolutionary capability will remain a cornerstone of the Marine Air Ground Task Force.

TALKING POINTS

- The MV-22 has been supporting the Marine Corps continuously since October 2007, in extreme environmental conditions during 14 combined deployments to Iraq, Afghanistan and aboard amphibious shipping. It has expanded the operational reach of Marine forces by 340NM (60%) compared to other rotary wing assets.
- The MV-22 is exceptionally survivable. Aircraft engaged in the close in, kinetic fight in Operation Enduring Freedom (OEF) have taken small arms, rocket-propelled grenade and heavy machine gun fire on several occasions and in every instance were able to safely return all aircraft, crew, and passengers to friendly territory.
- The MV-22 is a very safe aircraft to fly in and far safer now than it ever has been. Through material solutions, bi-annual software updates and enhanced pilot training, we have improved the safety of the MV-22 making it one of the safest aircraft in the Marine Corps.
- At this time, the MV-22 is well below the average mishap rate for the Marine Corps and all DoD tactical rotary wing aircraft.
- Concerns about maneuverability in combat were addressed with further flight testing and aircraft modifications that have resulted in a better understanding of the aircraft's flight characteristics, updated flight control laws that refine the performance of the aircraft, and a redesign of critical components to enhance their reliability.
- As is true with all aircraft, pilot training that is thorough and consistent is the best way to ensure an aircraft is safe and we maintain this standard without compromise.

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MV-22 OSPREY (CONT'D)

- In addition to being a reliable and safe aircraft, the MV-22 has proven itself remarkably in combat for the past five years with three squadrons serving in support of Operation Iraqi Freedom (OIF) and the sixth squadron now serving in support of OEF.
- Concurrently, five MEUs have deployed with Ospreys highlighted by the rescue of a downed U.S. Air Force pilot during Operation Odyssey Dawn. Throughout these deployments and more than 28,000 flight hours, the Marine Corps has not experienced a single Class A Flight Mishap during combat operations. However, pilots are only human and so mistakes will be made. This is true for any aircraft.
- The MV-22 is the Marine Corps' only medium lift asset through the surge and continues to be the platform of choice for all missions from tactical troop inserts to planned and emergency resupply.
- As is the case in all mishaps, the accident investigation will be thoroughly reviewed throughout every level of the Marine Corps and Naval Aviation. Any required changes to procedures or training will be incorporated. We will also review the aircraft systems and determine if there are any material or software changes that are warranted and develop and implement those changes. These reviews highlight any changes that may need to be made and increase the safety of our operations.
- As with any mishap, once the cause is determined, it will be briefed to all of the pilots in the community. The excellent quality of the MV-22 simulators allows reconstruction of the conditions that the pilots experienced during the mishap. This allows instructors to demonstrate conditions in which the pilot may find himself and to provide instruction in how to handle the situation before they ever fly the aircraft.
- During developmental testing the aircraft was flown in ways that were necessary to understand the aircraft's characteristics and limits, but that is not consistent with how Marine Corps pilots fly the aircraft on a daily basis. However, those developmental test flights provided invaluable recorded data that informs training and operating procedures manuals for our pilots to practice and study.
- We absolutely consider the MV-22 to be a safe aircraft. The MV-22 continues to have a mishap rate below the Marine Corps average. In the last 10 years, we have flown more than 120,000 flight hours. These flights have occurred in and around our Naval and Marine Corps Air Stations. If we were not confident in the safety of the aircraft to fly over our homes and bases, the aircraft would not have been approved for full rate production and subsequent fielding to our operating forces.
- The likelihood of a dual engine failure is extremely remote. Even so, pilots are trained to respond to a dual engine failure in both airplane mode and conversion (helicopter) mode flight. This training continues after flight school while in operational squadrons through the use of simulators.

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MV-22 OSPREY (CONT'D)

- The interconnecting drive shaft is a key component to the single engine capability of the MV-22. Every tandem rotor aircraft, helicopter or tiltrotor, has an interconnecting drive shaft that maintains rotor synchronization during both powered flight and autorotation.
- The composite materials in the MV-22 have been designed to meet both reliability and survivability requirements and have passed every test, including ballistic live fire.
- Wake turbulence is an aerodynamic characteristic that affects every airplane when operating in the vicinity of other airplanes. In a commercial airliner, for example, there are times when takeoff is delayed for several minutes in order to clear the wake turbulence of the aircraft taking off in front. This is not a new phenomenon. All aircraft that fly in tight formations, which are typical of military tactical flying, have to be cognizant of their relative position. Due to the phenomenal resources behind the V-22 program, we have been able to simulate, model and study this to a great degree and have incorporated those lessons into our flight manuals and our pilot training.
- The MV-22 responds the same as any other aircraft of comparable weight when experiencing turbulence, whether at altitude or low in mountainous terrain. The fly-by-wire flight control system provides outstanding handling characteristics and allows for reduced workload by the pilot under these conditions.
- The MV-22 currently has a 1.94 mishap rate per 100,000 flight hours. This increased from 1.12 with a single mishap in April 2012, but it is still below the Marine Corps average. Even with an outstanding safety record, the MV-22 community and all of Marine Corps aviation continues to aggressively document even the most minor incident in order to learn lessons and develop material and procedural solutions to prevent any further occurrence.
- The MV-22 is an extremely maneuverable aircraft with a large and versatile operating flight envelope which far outstrips that of the legacy helicopter it replaces. That envelope, and the procedures which govern the safe operation of the aircraft, are effective in both combat and peacetime operations. There are no separate aircraft operating limitations for either environment.
- The side-by-side rotor configuration of the MV-22 is not only a key to the aircraft's exceptional maneuverability, but it enhances its safety and survivability. Separating the engines and other key drivetrain components make them less susceptible to being damaged by instances of hostile fire.
- The notion that the MV-22 is more susceptible than conventional helicopters to vortex ring state (VRS) has no basis in fact. Extensive low speed/high rate of descent testing conducted to explore this phenomenon unequivocally established that the MV-22 provides increased sink rate margin for avoiding VRS when compared to conventional helicopters.

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MV-22 OSPREY (CONT'D)

- We would like to stress that there is no limitation in combat that is not applicable to daily flight operations. We believe the aircraft is safe in any operational environment and we would like to emphasize that the Marine Corps does not fly tactical mission profiles over populated areas.
- Finally, a tiltrotor aircraft, by design, is a merging of helicopter and airplane design. The blending of these design characteristics results in a tremendously capable machine that continues to perform exceptionally well across a wide range of military operations.

TRANSITION

- East Coast transition is complete – Six VMMs, all have deployed.
- West Coast is underway – Two VMM complete, three in transition (delivering approximately three aircraft per month to west coast).
- Okinawa has one squadron and will see its second squadron by the 4QFY13.

POINTS OF CONTACT

- Capt Richard Ulsh, HQMC DivPA, 703-614-4309, richard.ulsh@usmc.mil
- LtCol Brian Koch, HQMC Aviation (APP-52), 703-693-4956, brian.koch@usmc.mil
- Maj Chris Murray, HQMC Aviation (APP-52), 703-693-2537, Christopher.m.murray@usmc.mil

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MV-22 BASING ON OKINAWA

BACKGROUND

The Marine Corps is replacing CH-46 helicopters worldwide with MV-22 Osprey aircraft. The MV-22 is a highly-capable aircraft with an excellent operational safety record. The aircraft combines the vertical capability of a helicopter with the speed and range of a fixed-wing aircraft. With its proprotors in vertical position, it can take-off, land and hover like a helicopter. Once airborne, its proprotors can be rotated to transition the aircraft to a turboprop airplane capable of high-speed, high-altitude flight. Its capabilities would significantly strengthen III MEF's ability to provide for the defense of Japan, perform humanitarian assistance and disaster response, and fulfill other Alliance roles. Osprey aircraft began arriving at MCAS Futenma Oct. 1. A deployment of an additional twelve MV-22B Ospreys to Okinawa is planned for next year.

TALKING POINTS

- The aircraft arrived at Marine Corps Air Station Futenma on Okinawa at the beginning of October and are currently conducting routine, regularly scheduled training.
- The Marine Corps will modernize its fleet with MV-22 tiltrotor aircraft and remove CH-46 helicopters from service on a one-to-one basis. We expect up to 27 MV-22 aircraft to be assigned to MAG-36 at MCAS Futenma. This total accounts for aircraft taken out of flying status for depot-level maintenance.
- The MV-22 was chosen to replace the CH-46 to introduce a revolutionary change in capabilities absent in helicopters – a leap forward in speed, payload and range. When compared to a CH-46, the MV-22 is roughly twice as fast, can carry nearly three times the payload and has approximately four times the combat radius. Additionally, the MV-22 has the ability to operate at much higher altitudes and refuel while airborne.
- MV-22s have successfully assisted in humanitarian assistance/disaster relief operations in Haiti, participated in the recovery of a downed U.S. pilot in Libya, supported combat operations in Iraq and Afghanistan and conducted multiple Marine Expeditionary Unit (MEU) deployments.
- According to Naval Safety Center records, since the Marine Corps resumed flight operations in October 2003 through September 2011, the MV-22B has demonstrated a safety record that is consistently better than USMC averages while conducting military training, humanitarian assistance missions and combat operations in very challenging environments.
- Based on existing MV-22B noise study data and differences in performance capabilities, and training and post-maintenance requirements, the MV-22B provides for generally quieter operations, overall.

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MV-22 BASING ON OKINAWA (CONT'D)

- The MV-22 is a highly-capable aircraft with an excellent operational safety record. The Osprey combines the vertical capability of a helicopter with the speed and range of a fixed-wing aircraft. Its capabilities would significantly strengthen III MEF's ability to provide for the defense of Japan, perform humanitarian assistance and disaster response and fulfill other Alliance roles.

WEBSITES FOR MORE INFORMATION

- <http://www.marines.mil/unit/mcbjapan/pages/Around/mv22b.aspx>
- <http://www.defense.gov/Releases/Release.aspx?ReleaseID=15415>

POINTS OF CONTACT

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- Maj Brian Koch, HQMC Aviation, 703-693-4956, brian.koch@usmc.mil
- MAJ Cathy Wilkinson, OSD PA, 703-695-0168, catherine.wilkinson@osd.mil

RELATED BRIEFING CARDS: [DPR1](#) and [MV-22](#)

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PACIFIC REORIENTATION

QUOTE

“As our nation is shifting its strategic focus to the Pacific, in many ways the Marine Corps is returning home to our historic backyard. We have a long history in the Pacific replete with many hard-won victories, so this area of the world is in our institutional DNA.” – **Gen James F. Amos, Commandant of the Marine Corps**

TALKING POINTS

- The Marine Corps is adjusting its force lay-down in the Asia-Pacific region to support the President’s Strategic Guidance for the Department of Defense issued in January 2012.
- We seek to have balanced capabilities strategically located between Hawaii, Guam, Japan and Australia so that we can train, exercise and operate with allies and partners, and to be able to respond to crises and promote security cooperation across the region.
- No forces are more suitable to addressing emerging strategic needs in the Pacific than naval amphibious forces.
- Naval amphibious forces can station off the coast and leave a temporary and light footprint when partnering or conducting humanitarian operations, or they can serve as an enabler for a larger joint force effort.
- The Asia-Pacific region’s strategic importance by the numbers:
 - The Pacific encompasses more than half of the world’s surface area and 61% of the world’s population.
 - 40 percent of the world’s trade transits the Straits of Malacca.
 - Five of our nation’s most important mutual defense treaties are with nations in the Asia-Pacific region.
 - 13 of the 15 megacities in the Asia/Pacific are within 100km of the coast
 - Seven out of 15 trading partners for the U.S. are in the Asia-Pacific region.
 - Natural disasters killed an average of more than 70,000 people every year of the last decade in Asia and the Pacific.

POINT OF CONTACT

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RELATED BRIEFING CARDS: [DPRI](#), [Marine Rotational Force – Darwin](#), [MV-22 Basing on Okinawa](#) and [UDP Resumption](#)

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POST-TRAUMATIC STRESS

QUOTE

"I encourage all Marines who are suffering from PTS or are having difficulties coping to seek assistance through their chain of command and understand that "it's OK to not be OK" as long as they are seeking help. All Marines have a responsibility to look out for one another and assist a fellow Marine who might be struggling." – **Gen James F. Amos, Commandant of the Marine Corps, *Leatherneck Magazine*, October 2011**

TALKING POINTS

- We must ensure that every Marine understands that seeking help for issues such as combat or operational stress is not a sign of weakness. Reaching out is an act of courage and strength.
- We all must realize that stress injuries are a reality we must deal with and confront. It is an invisible enemy we can't afford to ignore.
- We are thoroughly screening all Sailors and Marines prior to expeditionary deployment, enhancing the delivery of care in theater and the identifying and testing all at-risk individuals returning from deployment.
- As Marine leaders, we have a responsibility to take care of all Marines and their families both on and off the battlefield. This responsibility includes helping Marines and their loved ones handle stress caused by today's high operational tempo, deployments and service in combat.
- Post-traumatic stress (PTS) is diagnosed as a disorder (PTSD) once the symptoms become distressful to a Marine and his or her ability to function in the military environment is impacted.
- Although most Marines with PTS symptoms will not develop PTSD, our leaders require the skills and training to identify and intervene earlier for those at the highest risk of developing PTSD, especially given that often there are long delays in the development of this condition.
- Enhanced resilience, achieved through training and improved physical and psychological fitness, can decrease post-traumatic stress, decrease the incidence of undesirable and destructive behaviors, and lead to greater likelihood for good health, personal growth and life satisfaction.
- Most service members who seek and receive psychological health support improve and remain on active duty. Most who improve, recover.

Combat and Operation Stress Control

- Stress is part of military life. Not all stress is negative. Stress can result in post-traumatic growth.

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POST-TRAUMATIC STRESS (CONT'D)

- Stress is a leadership issue affecting force preservation, readiness and the well being of our Marines and their families.
- Since January 2010, we have been building Operational Stress Control and Readiness (OSCAR) teams within battalion and equivalent units. These teams consist of OSCAR Mentors (selected unit Marines and leaders), Extenders (unit medical and religious personnel) and Mental Health Professionals who work together to provide a network of support.
- This model empowers Marines with leadership skills to break stigma and act as sensors for the commander by noticing small changes in behavior and taking action early. OSCAR teams strengthen Marines, mitigate stress, identify those at risk and support treatment for those who need that support, with the goal of swiftly re-integrating Marines back into the force.
- Started for deploying infantry units, OSCAR teams are showing promising results and teams are now required across the total force.

WEBSITES FOR MORE INFORMATION

- Combat and Operational Stress Control: <http://www.usmc-mccs.org/cosc/>
- Leader's Guide to Managing Marines in Stress: <http://www.usmc-mccs.org/LeadersGuide/Deployments/CombatOpsStress/generalinfo.cfm>
- Semper Fi Fund resources page: <http://semperfifund.org/resources/>
- DCoE's Real Warriors Campaign: www.realwarriors.net

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RECRUITING & RETENTION

CURRENT INITIATIVES

New Global Campaign – “Toward the Sounds of Chaos”

- On March 10, 2012, the Marine Corps launched a new recruitment advertising campaign “Toward the Sounds of Chaos,” which seeks to broaden the scope of understanding related to the capabilities and relevance of our nation’s premier crisis response force – the United States Marine Corps. It presents an opportunity to provide the American public with an authentic picture of the broad spectrum of missions Marines are commanding on a daily basis.
- Research is conducted on a recurring basis to ensure we are authentically connecting with the American public. Recently, it showed us that youth interests in “helping others wherever they may be” aligns with the Marine Corps’ legacy of service and its continued strategic role as an expeditionary force operating in the world’s most chaotic and challenging environments. The goal of the campaign is to authentically depict the challenge and service that have always been integral parts of being a Marine, highlighting the convergence between the values of the millennial generation with ours.
- This campaign shifts from a focus on metaphors, to portraying the reality of Marine Corps operations. As a part of this campaign, the new Marines.com features several videos shot by active duty Marines.
- Messages for the new campaign includes:
 - For hundreds of years, the U.S. Marine Corps has served as our nation’s elite warriors, nobly facing down the greatest threats of our time — fighting instability, injustice and tyranny — during periods of war and peace worldwide.
 - Our survival, status and reputation depend on our special relationship with the American people. Diversity broadens the base of support.
 - Marines are more than elite warriors — they are smart, courageous, compassionate citizens.

New Global Campaign Diversity Extension — “Fighting With Purpose”

- On Nov. 8, 2012, the Marine Corps announced the launch of its diversity officer campaign, ‘*Fighting with Purpose.*’ The new campaign is intended to reinforce the broader notion of service — helping others who are in need.
- *Fighting with Purpose* is an extension of the general market campaign, *Toward the Sounds of Chaos*, and reinforces the broader notion of service within the Marine Corps.
- *Fighting with Purpose* represents an expanded investment in focused advertising to support the recruitment of a diverse and representative officer corps that has the cultural expertise, language skill sets and a variety of philosophies needed to meet the operational requirements of the Marine Corps.

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RECRUITING & RETENTION (CONT'D)

- The United States Marine Corps' new advertising campaign, *Fighting with Purpose*, tells the story of two Marine Corps officers who carried out humanitarian/stabilization missions abroad and return home to give back through community service.
- The *Fighting with Purpose* campaign is intended to communicate through personal storytelling how Marines make an impact both globally and at home.
- The entire campaign is a testimony to the commitment Marines make to their Corps, country and community.
- The 360-degree campaign includes television, print, digital and mobile elements; see more at www.Marines.com/impact.

TALKING POINTS

- 99.9% of current recruits are high school graduates (DoD stand is 90%), and 75% score in the top three tiers of the Armed Forces Qualification Test (DoD standard is 60%).
- Recruiting quality youth ultimately translates into higher performance, reduced attrition and increased retention, which equates to lower costs and improved readiness for the operating forces.
- Quality saves money. Research has proven that increased accession quality is directly linked to decreased boot camp attrition and premature first-term separations. That saves the Marine Corps and American tax payer money.
- The future, smaller and more agile Marine Corps will require a sustained investment in recruiting resources in order to access the best and brightest of America's sons and daughters.
- Investing in a diverse and representative officer corps will help generate and sustain a future force that has the cultural expertise, language skill sets and a variety of philosophies needed to meet the operational requirements of the Marine Corps.⁶
- In total, recruiting a quality and representative force costs less than 1% of the Marine Corps' overall budget. A significant overcorrection of resources allocated in support of the Marine Corps' recruiting efforts would threaten enduring new accession quality and combat capability.
- Retention of First Term and Career Marines are being held to a higher standard than previous years. Some examples:

⁶ MajGen Joseph L. Osterman, Commanding General Marine Corps Recruiting Command, "Fiscal Year 2012 Total Force Recruiting Operations Plan; Enclosure 13, FY12 Diversity," MCRC, Quantico, VA, email dtd 8 Nov 2011.

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RECRUITING & RETENTION (CONT'D)

- The average GT score of FY12 First Term Marines retained is 107, which is 27 points higher than the reenlistment prerequisite of 80.
- The average Proficiency /Conduct marks are 4.4/4.4 for Marines retained. The reenlistment prerequisite is 4.0/4.0.
- To qualify for reenlistment the required scores for the PFT/CFT are 135/190. Currently the average PFT/CFT score for Marines being retained is 254/284.

BACKGROUND

- **QUALITY:** The quality accessions delivered to today's Marine Corps are the dividends of investments made to recruiting four or five years ago. Quality enables today's Marines to win today's battles, today.
- **DIVERSITY:** The 35th Commandant stated clearly in his Planning Guidance that we will improve diversity representation throughout our Corps. Marines deserve to be led by a diverse and representative officer corps.⁷
- **RESOURCES:** Today's investment in recruiting provides the future, smaller and more agile Corps with the capability required to deliver the quantity and quality of new accessions required with a higher steady-state annual accession mission, which is in line with 30-year historical averages (i.e. approximately 38,500 NPS enlisted).⁸
 - Advertising is a key component that drives success in our recruiting efforts. Adequate funding ensures we achieve nationwide basic awareness levels, resource the most cost-effective lead generation programs, and address the increasing number of critical audiences to include our diversity outreach.
- **RETENTION.** The focus of retention remains on keeping the most qualified Marine while meeting manpower requirements. Quality Reenlistment Boards (QRB) are held to ensure that the Marine Corps is equipped with the best Marines available. Marines being retained are well qualified and exceed the basic reenlistment prerequisites.
 - The Tier recommendation system was created in order to provide an unbiased analysis of the Marine's performance. The Tier recommendation system is displayed to commanders in the FTAP quality report. Commanders are now providing quantifiable comments to assist in the reenlistment decision. This is evident in the Marines that are approved with jeopardy on contract but who have received strong command endorsements. 80% of Marines retained have been recommended Tier I and Tier II by their Commanders. Currently 8% of the reenlistment approvals have jeopardy on contract.

⁷ Gen James F. Amos, 35th CMC, Remarks to Marine Corps Recruiting Command's National Commanders' Conference, San Diego, Calif., 18 Oct. 2011.

⁸ Quester, "Marine Corps Recruits," dated 2010.

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RECRUITING & RETENTION (CONT'D)

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RESIDENT ENERGY CONSERVATION PROGRAM

BACKGROUND

The Resident Energy Conservation Program (RECP) is a SecDef-directed initiative for the payment of utilities in Public Private Venture (PPV) housing that encourages energy efficiency in privatized housing units. RECP also increases energy conservation, reduces electric costs and saves funds for sustainment and improvements to homes, playgrounds, community centers and overall quality of life of our Marines, Sailors and their families.

RECP transfers responsibility for electricity consumption from the PPV partner to the resident. The program is designed to set a reasonable range for average electricity consumption in housing units. The program requires residents to pay for electricity consumption that is more than 10% above the average usage for a group of similar homes. Residents who conserve more than 10% below the average monthly usage will receive a credit or rebate. Residents within 10% buffer above or below the average usage will neither pay nor receive a credit. Average usage is set on an ongoing perpetual basis to account for variations due to seasonality and uncommon weather.

RECP was first piloted in Beaufort /Parris Island, S.C., and Marine Corps Base Hawaii in August 2010. It included the following phases: Initial Communications, Mock Billing, Live Billing and Pilot Program Evaluation. The Pilot Program Evaluation was completed in January 2012.

TALKING POINTS

- The Resident Energy Conservation Program (RECP) is good for Marines and their families. The RECP will directly benefit Marine Corps family housing residents because savings will be re-invested into the community to improve homes, playgrounds, community centers and other amenities that improve quality of life for our Marines, Sailors and their families.
- Energy conservation is important for the nation and the Marine Corps.
- The Marine Corps energy strategy, *Bases to Battlefield*, begins at home.
- The RECP is designed to encourage and provide incentives for energy conservation.
- Residents using less energy will be rewarded with a cash refund. Yet, residents using more than the average range will be billed for only the excess use.
- Separate averages are calculated each month for each type and size of home.
- Basic Allowance for Housing (BAH) is expected to cover normal utilities use only, not excess.

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RESIDENT ENERGY CONSERVATION PROGRAM (CONT'D)

- The RECP Pilot Program has demonstrated success, but we can do even better.
- We are committed to assisting our residents as they make the transition to the RECP by keeping them informed through our website, news articles, social media, town hall meetings and direct mailings.

Q&A

Q1: How do Marines and their families benefit from the RECP?

A1: Dollars saved through conservation will be put right back into the PPV project in the form of capital investments such as new housing, renovations, community centers and other amenities that improve quality of life for our Marines, Sailors and their families.

Q2: How is the average utility usage determined for a home?

A2: -Like-type groups of homes within each neighborhood will be established based on each home's size and number of bedrooms. Each month, the average amount of electricity used by homes will be calculated with the top and bottom 5% of utility consumers within like-type groups removed. There is also a 10% plus and minus buffer around the average to allow for variances in homes, family size and demographics. The result is a -normal usage band where most resident consumption should occur.

Q3: Isn't a utility allowance already part of Basic Allowance for Housing (BAH)?

A3: Yes, an allowance for average utility usage is part of the BAH. The RECP is intended to encourage residents to keep their utility usage in this average range and to reward them for conservation beyond normal usage band expectations. If utility use is within the 10% buffer above and below the average, residents will not have any out-of-pocket utility expense.

Q4: What does the Marine Corps recommend to residents to help them conserve energy?

A4: We recommend residents check their homes for inefficiencies, such as windows that do not close properly air escape. We also recommend they talk to their family members about how they can help to save energy by doing little things like unplugging unused electronics and chargers. For additional energy saving tips, we encourage residents to contact their Family Housing Office.

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SEQUESTRATION

QUOTES

"We can't yet say precisely how bad the damage would be, but it is clear that sequestration would risk hollowing out our force and reducing its military options available to the nation. We would go from being unquestionably powerful everywhere to being less visibly globally and presenting less of an overmatch to our adversaries, and that would translate into a different deterrent calculus and potentially, therefore, increase the likelihood of conflict." – **Secretary of Defense, Leon Panetta, June 2012 testimony before the Senate Appropriations Committee**

"If we end up with sequestration, it will disproportionately affect the Marine Corps. The effects would be disproportional because our numbers are so small, our budget is so small that the effects would, in some cases, cause us to end up cancelling programs, not being able to reset the Marine Corps after 11 years of straight combat coming out of Iraq and Afghanistan, and -- and quite honestly, would stunt any kind of modernization." – **Gen James F. Amos, Commandant of the Marine Corps, August 2012 remarks at the National Press Club**

"We have a tendency to view sequestration as a budget issue, but it's really not a budget issue. It's a re-ordering of our national priorities - it's what we won't be able to do." – **Gen Joseph F. Dunford, Assistant Commandant of the Marine Corps, May 2012 testimony before the Senate Armed Services Committee**

BACKGROUND

Cuts of \$1.2 trillion over nine years will start next year, unless Congress and the President agree to an alternate deficit-reduction plan. About \$110 billion in fiscal year (FY) 2013 reductions, half from defense and half from non-defense, will take effect Jan. 2. The Department of Defense will absorb a FY13 cut of about \$52 billion.

On July 31, the president exercised his authority in law to exempt military personnel funding. This is considered to be in the national interest to safeguard the resources necessary to compensate the troops and maintain force levels.

TALKING POINT

- Sequestration is alarming due to both the magnitude and the mechanism, because the law calls for across-the-board cuts. We have not yet fully assessed the impact of how sequestration may affect specific Marine Corps programs or departments. The Office of Management and Budget and the DOD are working closely to understand the law and assess its impacts.

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SEXUAL ASSAULT PREVENTION AND RESPONSE

QUOTE

“Classes are being held, not by a 21-year-old corporal, but the General Officer, the Colonel, and the Sergeant Major. So this is a fight. It won't be won this year or next. Will we get there? We're part of society. But, we are determined to eradicate sexual assault in the Marine Corps. It's a personal thing with me.”—**Gen. James F. Amos, *Leatherneck* Interview, November 2012**

BACKGROUND

Sexual assault is a crime that is incompatible with Marine Corps values of honor, courage, and commitment. Not only does it undermine mission readiness and unit cohesion, sexual assault results in an irrevocable loss of faith in the institution and violates the basic principles every Marine has vowed to defend. In step with the 2012 Sexual Assault Prevention and Response (SAPR) Campaign Plan, the SAPR Program implemented large-scale Corps-wide training initiatives, utilizing a top-down leadership model. SAPR's training message adamantly charges leadership with establishing an environment that is non-permissive to any misconduct or crime – especially sexual assault – and leadership is dedicated to maintaining the Marine Corps' high standard of discipline. SAPR training remains unequivocal in its assertion, however, that the inherent duty of preventing sexual assault belongs ultimately to Marines of every rank.

TALKING POINTS

- The first phase of the Campaign Plan – the Strike Phase – consisted largely of the implementation of intensified SAPR training across the entirety of the Corps, ensuring that all Marines are clear on what constitutes sexual assault, and charging all Marines with the duty to prevent it. The Strike Phase of the 2012 SAPR Campaign Plan concluded on November 9, 2012. Specific Phase I training initiatives included:
 - “Take A Stand” (TAS) bystander intervention training for noncommissioned officers (NCOs)
 - Command Team Training for all commanding officers and sergeants major
 - All Hands SAPR training, provided by commanding officers and sergeants major to every Marine
- TAS completion is due December 31, 2012 for Marine Corps Forces Reserve (MARFORRES) and September 30, 2013 for Marine Corps Embassy Security Group (MCESG). All Hands training is to be completed by September 30, 2013 for both MARFORRES and MCESG.
- Phase II (Implementation Phase) initiatives include the further development of a SAPR training continuum, to include training in the Delayed Entry Programs, Professional Military Education schools, and Military Occupational Specialty (MOS) schools. This will leverage and be synergistic with “who we are.”

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SEXUAL ASSAULT PREVENTION AND RESPONSE (CONT'D)

- Phase II will also include the implementation of the Sexual Assault Response Team (SART) model. SARTs will be designed to provide comprehensive victim care that extends outside the boundaries of any one response service, as victims often seek assistance for a variety of medical, legal, and counseling needs. By correcting the fragmented approach to victim care, the SART model will improve victim care.
- Training for prospective commanders and senior enlisted leaders is being revised to both meet the Commandant's intent and all will include core competencies and learning objectives as defined by the Office of the Secretary of Defense (OSD) in accordance with the Secretary of Defense Memo signed September 25, 2012.

WEBSITES FOR MORE INFORMATION

- https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF/D_Sexual%20Assault%20Prevention

POINTS OF CONTACT:

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- Ms. Heather Hagan, Marine and Family Programs Division, PAO, 703-432-9542, heather.hagan@usmc.mil

RELATED BRIEFING CARDS

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SOCIAL MEDIA CONDUCT

BACKGROUND

The Marine Corps encourages Marines to explore and engage in social media communities at a level they feel comfortable with. The best advice is to approach online communication in the same way we communicate in person – by using sound judgment and common sense, adhering to the Marine Corps' core values of honor, courage and commitment, following established policy, and abiding by the Uniform Code of Military Justice (UCMJ).

In April, the Marine Corps SJA began working a request to include guidance on the use of social media in Department of Defense Direct 1344.10, "Political Activities by Members of the Armed Forces."

TALKING POINTS

- All Marines, from officers to enlisted, must adhere to DoD policy, SecNav Instructions, and Marine Corps Orders related to online media in every public setting.
- The Marines make up the Marine Corps. As a Marine, it is important that official posts convey the same journalistic excellence the Marine Corps instills in all of its communicators and public affairs professionals.
- Security of operations, personnel, equipment, information and facilities must be anticipated and evaluated before information is communicated to the public, such as: preventing the premature disclosure of dates, time and location of deployments or deployed locations, and homecoming to and from the continental United States or ports of call.
- Never share photographs of Marines in a deployed, operational location. A better way to connect with others to Marine Corps photos is to link to images on official Marine Corps or DoD sites.
- Privacy settings should always be configured on social networking sites so only people you deem appropriate can view your personal information and photos.
- When expressing personal opinions, be clear that the opinions are your own and you are not speaking on behalf of the Marine Corps.
- Social communication creates a permanent record of what it's said – if you wouldn't say it in front of a formation, don't say it online.
- When using social tools and platforms, everything that it is said or done is more visible and taken more seriously. As such, everyone should have greater responsibility to speak respectfully and intelligently about issues.

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SOCIAL MEDIA CONDUCT (CONT'D)

- Any content about the Marine Corps or related to the Marine Corps that is individually posted on any Internet site is considered an “unofficial internet post.”
 - Considerations for what is posted include, but are not limited to personal comments, photographs, video and graphics.
 - The Eagle, Globe and Anchor and other symbols may be used in unofficial posts so long as the symbols are used in a manner that does not bring discredit upon the Corps, does not result in personal financial gain, or does not give the impression of official or implied endorsement.
 - If your complete thought, along with its context, cannot be squeezed into a character-restricted space (such as Twitter), then provide a link to an online location where you can express it completely and accurately.

- Guidelines for posting content by family members:
 - Pride and support for service, units, specialties and service members.
 - Generalizations about service or duty.
 - General status of the location of a unit (“operation in southern Afghanistan” as opposed to “operation in the village of Hajano Kali in Arghandab district in southern Afghanistan”).
 - Any other information already in the public domain.

WEBSITE FOR MORE INFORMATION

<http://marines.dodlive.mil/files/2011/08/Marines-Social-Media-Handbook.pdf>

POINT OF CONTACT

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EXERCISE STEEL KNIGHT 13/VALIANT MARK

BACKGROUND

From Nov. 26 through Dec. 18, 1st Marine Division will conduct a Division-level, live-fire exercise to improve combined arms competency skills to meet current and future real world operational demands. Since 2005, Exercise Steel Knight has served as either pre-deployment training for 1st Marine Division forward in preparation for OEF, or was smaller in scale and focused on conventional operations. Between 2008 and 2010, Steel Knight focused on the types of Counter Insurgency (COIN) operations being conducted in Afghanistan.

This year, Steel Knight represents a return to a Division-level exercise that focuses on conventional operations and provides realistic training that incorporates the Marine Corps' core competencies. This year is the first time Steel Knight will be conducted simultaneously at both Camp Pendleton and 29 Palms as a base-wide live-fire exercise. The exercise also presents the opportunity to enhance our Marine Air Ground Task Force (MAGTF) relationships with participating I MEF forces and coalition relationships with the Singapore Armed Forces (SAF) by combining Exercise Valiant Mark with Steel Knight 13 in a multi-national live fire format.

TALKING POINTS

- Annual training like Steel Knight ensures that 1st Marine Division is fully prepared for employment as a maneuver force across the range of military operations, responding to any crisis across the globe.
- The tough, realistic live-fire training central to Steel Knight allows 1st Marine Division to meet current and future real-world operational demands.
- The distinct ability of the Marine Corps to gain access to critical areas anywhere in the world by utilizing air, ground and maritime capabilities enables us to aid our nation in efforts to resolve conflict, conduct humanitarian assistance or engage our nation's enemies in remote, austere environments.
- Members of 1st Marine Division are currently forward-deployed throughout the Pacific with our nation's allies and partners. As an expeditionary force in readiness, Marines are prepared to operate in any environment across the globe.
- Participation by members of the Singapore Armed Forces (SAF) in the parallel Exercise Valiant Mark provides 1st Marine Division with the opportunity to enhance and strengthen relationships with our nation's allies through partnered multinational training. Exercises like Valiant Mark will improve our ability to train and operate with our partners in the Pacific, leading to an increased capability to respond to crises and promote security cooperation across the region.

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EXERCISE STEEL KNIGHT 13/VALIANT MARK (CONT'D)

Q&A

Q1: What is the purpose of Exercise Steel Knight?

A1: Steel Knight 2013 is an annual exercise to train and prepare the 1st Marine Division for deployment as the Ground Combat Element (GCE) of a Marine Air-Ground Task Force (MAGTF). Combined arms live fire exercises such as Steel Knight 13 ensure that our nation has a Division that is fully prepared for employment as a maneuver force across the range of military operations.

Q2: Could you tell me how this year's Steel Knight differs from past iterations of the exercise?

A2: In the early 1990's, Steel Knight was an annual exercise conducted at the tank battalion level. Since 2005, Steel Knight has served as either pre-deployment training for 1st Marine Division (Forward) in preparation for OEF, or was smaller in scale and focused on conventional operations. Between 2008 and 2010, Steel Knight focused on the types of Counter Insurgency (COIN) operations being conducted in Afghanistan. This year, Steel Knight represents a return to a Division-level exercise that focuses on conventional operations and provides realistic training that incorporates the Marine Corps' core competencies. This year is the first time Steel Knight will be conducted simultaneously at both Camp Pendleton and 29 Palms as a base-wide live-fire exercise.

Q3: Is this training aimed at any particular threat?

A3: Steel Knight 2013 is part of 1st Marine Division's annual training. The focus of the exercise is to ensure that 1st Marine Division is fully prepared to deploy as a military force across the full spectrum of conflict and is capable of responding to any crisis across the globe. The best way for 1st Marine Division to achieve this level of Marine Corps' readiness is through deliberate live-fire training exercises aimed at integrating infantry forces with mechanized, artillery and air operations.

Q4: Which units will be participating in Steel Knight?

A4: Participating units include: Marines and Sailors from 1st Marine Division Headquarters, 1st Marine Regiment, 5th Marine Regiment, 11th Marine Regiment, 1st Tank Battalion, 3rd Assault Amphibian Battalion, 3rd Combat Engineer Battalion, Combat Logistics Regiment 1, 1st Reconnaissance Battalion, as well as elements from the 3rd Marine Aircraft Wing.

Q5: What role will the Singaporeans play in this exercise?

A5: Members of the Singaporean Armed Forces (SAF) will be participating in the parallel but concurrent Exercise Valiant Mark. The purpose of the exercise is to enhance interoperability, improve military-to-military relations and grow mutual combat capabilities through aggressive and challenging partnered training. Members of the SAF and Marines and sailors with 2nd Battalion, 5th Marine Regiment and 3rd Assault Amphibian Battalion will focus on live-fire training and amphibious, urban and helicopter-borne operations.

POINT OF CONTACT

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SUICIDE PREVENTION

BACKGROUND

Suicide is preventable. The thoughts and feelings leading to suicide are usually temporary. Knowing a Marine and knowing how to respond immediately and effectively to warning signs is key. Suicide is a complex problem that requires an 'all-hands' comprehensive strategy. All Marines are taught annually to **R**ecognize suicide warning signs, **A**sk one another about suicide, **C**are for one another through listening and support, and **E**scort fellow Marines to help. Leaders are taught to encourage Marines to seek help early when problems are most manageable.

The Marine Corps is partnering with multiple organizations, (e.g., American Association of Suicidology, Penn State University), to further our understanding of Marine suicide and how suicide affects family members. We are in the process of beginning several studies to evaluate our prevention efforts. One such study, titled, "Learning from Marines: What can Marine Corps Commands do to Improve Suicide Prevention Efforts?" aims to capture the voice of Marines who have attempted suicide, and incorporate their perspectives to improve suicide prevention programming.

TALKING POINTS

- Suicide is an irreversible reaction to a temporary problem.
- Suicide is complex. Many interacting factors are at play (e.g., relationships, finances, substance use, and psychiatric symptoms).
- Protective factors decrease vulnerability to suicide. Social support and a sense of belongingness is considered one of the strongest protective factors of suicide. Marine Corps belongingness is fostered in unit cohesion.
- Life is worth living. For those who want to escape pain, there is hope. Call the DSTRESS Line. 1-877-476-7734. 24/7. Or live chat at <http://www.distressline.com/>
- The culture of the Marine Corps is to 'Never Leave a Marine Behind.' We won't leave a Marine behind on the battlefield and we won't leave a Marine behind here at home.
- Navy Medicine trains Marine Corps helping professionals to assess and manage suicide risk.
- Leaders teach that knowing when to seek help for stress is a trait of a strong, committed Marine.
- Restricting access to firearms is a proven strategy in reducing deaths by suicide.

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SUICIDE PREVENTION (CONT'D)

- Force Preservation Councils and Human Factors Boards provide Marine Corps leaders an opportunity to gather information of the welfare of Marines. The knowledge gained allows leaders to identify crisis intervention requirements or early warning signs of mounting issues.
- The majority of suicides are not impulsive acts. There are usually warning signs that precede the suicide. It's important that everyone who surrounds a Marine knows the warning signs of suicide.
- Help is available to Marines and their families. Nobody is alone with the issues they face. Everyone goes through hard times.
- Every Marine is trained annually to recognize the warning signs of suicide, and how to get a fellow Marine to help. The training series, Never Leave a Marine Behind, helps develop the skills Marines need to effectively support their fellow Marines.
- To assist in assessing risk for suicide, the Marine Corps is providing training in the use of the Columbia Suicide Severity Rating Scale. The tool assists individuals in knowing exactly how and what questions to ask to evaluate risk for suicide. Initial training will focus Marine Corps counselors, clinicians, chaplains, and defense counsels.
- We will keep faith with our Marines, our Sailors and our families. We will ensure that Marines, Sailors and their families have availability and access to quality facilities and support programs.

WEBSITES FOR MORE INFORMATION

- <http://www.usmc-mccs.org/suicideprevent/index.cfm?sid=ml>
- http://www.usmc-mccs.org/suicideprevent/stats_faqs.cfm?sid=ml&smid=3

POINTS OF CONTACT

- Mr. Todd Shuttleworth, Suicide Prevention, 703-432-9535, todd.shuttleworth@usmc.mil
- Ms. Heather J. Hagan, Marine and Family Programs Division, PAO, 703-432-9543, heather.hagan@usmc.mil

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TOYS FOR TOTS (TFT)

BACKGROUND

The Marine Corps Reserve Toys for Tots (TFT) Program is an official activity of the U.S. Marine Corps and an official mission of the Marine Corps Reserve. The TFT Program was established to be a community action program dedicated to providing Christmas toys to less fortunate children throughout the nation. TFT began in 1947 by Reserve Major Bill Hendricks in Los Angeles and was expanded nationwide in 1948. Successful campaigns have been conducted each year thereafter and now number more than 650 campaigns (166 by MARFORRES units and more than 500 by local community organizations). Today, TFT is the Marine Corps' premier community outreach action program and plays an important role in the Commandant's Community Outreach Program. In 1991, the Marine Toys for Tots Foundation (the Foundation) was created at the behest of the U.S. Marine Corps. The Foundation is the sole fund-raising and support organization for the Program.

The Director, Reserve Affairs Division, publishes the Marine Corps order (MCO 5726.14F), which establishes the policies and procedures of the TFT Program. The Commander, Marine Forces Reserve, manages and directs the annual TFT Program.

The concept of the U.S. Marine Corps Reserve TFT Program is that TFT Coordinators conduct local community toy collection campaigns from October 1 through mid- to late December each year. Local TFT Coordinators work with local social welfare agencies, organizations, and groups as well as faith-based organizations and other local philanthropic organizations to distribute the toys.

TALKING POINTS

- The primary goal of the Toys for Tots program is to deliver hope in the form of a new unwrapped toy to as many less fortunate children as possible at Christmas.
- In addition to MARFORRES units managing toys campaigns each year, Local Civilian Organizations (LCOs) manage campaigns in areas where there is not a MARFORRES unit. The LCOs, however, report directly to the Foundation.
- Since 1947, more than 447 million toys have been collected and distributed.
- In 2011, 15.5 million toys were collected and distributed to 7.2 million children. Of these numbers, MARFORRES units, which comprised 23 percent of all toy campaigns, collected and distributed 9.3 million toys 4.9 million children.
- Toys for Tots serves communities in all 50 states, the District of Columbia, and Puerto Rico.
- Celebrities participating in this year's Toys for Tots drive include: Shaquille O'Neal, Josh Groban and Cody Simpson.

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TOYS FOR TOTS (CONT'D)

Q&A

Q1: What is the Toys for Tots Foundation?

A1: The Foundation is a tax exempt not-for-profit public charity that the Department of Defense has authorized the U.S. Marine Corps to recognize and work with in connection with Toys for Tots matters. The Foundation's mission is to raise funds to support the U.S. Marine Corps Reserve Toys for Tots Program. Funds raised are used to provide administrative, advisory, financial, logistical and promotional support to Marine Corps Reserve Units, Marine Corps League Detachments, and Local Community Organizations authorized to conduct local community Toys for Tots campaigns. Providing supplementary toys and promotional materials, managing unsolicited donations, registering Toys for Tots with state attorneys general, serving as the program's tax exempt agency, helping inform and educate the public about Toys for Tots and the U.S. Marine Corps Reserve's role in this important community action program, working to enhance the Commandant's Community Outreach Program and handling illegal use of the Toys for Tots name and logo are just some of the tasks accomplished annually by the Foundation.

Q2: How many campaigns were there in 2011?

A2: There are more than 745 Toys for Tots campaigns in 2011. There are 163 MARFORRES campaigns and more than 500 local community organization campaigns in 2012. Today, TFT is the Marine Corps premiere community outreach action program and plays an important role in the Commandant's Community Outreach program.

Q3: Doesn't the Marine Corps have more important things to worry about? Why do you continue to do this every year?

A3: The primary goal of Toys for Tots is to deliver, through a new toy at Christmas, a message of hope to less fortunate youngsters that will assist them in becoming responsible, productive, patriotic citizens. Hope is the key, and hope in the form of a new toy is what the Marine Corps desires to deliver to children through this program.

WEBSITE FOR MORE INFORMATION

- MARFORRES: www.marines.mil/unit/marforres
- The Foundation: www.toysfortots.org/

POINT OF CONTACT

- Gunnery Sgt Damien Gardner, MARFORRES PA, (504) 697-8197, damien.gardner@usmc.mil
- Colonel Gregory Reeder, (504) 697-8190, gregory.reeder@usmc.mil

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TRANSITION ASSISTANCE

QUOTE

“Marines have been made combat ready, now Veteran Marines need to be made transition ready. You each have earned the Eagle; Globe; and Anchor, and because of it you will be Marines for the rest of your lives. We make Marines, we win our nation’s battles and we return quality citizens back to the towns and communities of America.” – **Gen James F. Amos, Commandant of the Marine Corps**

BACKGROUND

In 2010, the Commandant’s Planning Guidance directed Marine and Family Programs to “Review and Improve Transition Assistance” to better meet the needs of our Marines in support of returning quality citizens.

In March 2012, the USMC implemented the new Transition Readiness Seminar (TRS) at all 17 USMC installations to maximize the career-readiness of all service members. The program revolutionized our approach to transition and is tailored to meet the individual goals of each Veteran Marine as they transition to the next phase of their lives. TRS is a week long program which includes a mandatory standardized core curriculum and also provides four well defined military-civilian pathways: (1) College/Education/University, (2) Career/Technical Training (3) Employment, or (4) Entrepreneurial. Each pathway has associated resources and additional tools to better prepare our Veteran Marines. An essential feature of the TRS is that it allows Marines to have a choice. Each Marine selects his or her own pathway in order to receive transition information and education that is in line with that Marine’s future goals and objectives.

The Veterans Opportunity to Work (VOW) to Hire Heroes Act, October 2011 mandated further change in the way the Federal Government prepares Service Members for their transition to civilian careers by placing emphasis on addressing the immediate and time-sensitive needs of the separating service member through education and training opportunities. The VOW Act offers tax credits for employers who hire unemployed veterans and veterans with service-connected disabilities. In addition, other important parts to help veterans translate their military skills for the civilian workforce include tools to aid in job search, mandatory pre-separation counseling, a Department of Veterans Affairs benefits briefing, and Department of Labor employment training.

TALKING POINTS

- Marines facing transition to civilian life need the right preparation to reach personal goals and optimize their military experience. In keeping faith with our Marines, our Sailors and our families, enhancements are being made to improve their transition readiness based on the Commandant’s intent to embark on Marines readiness for a productive post-military career.

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TRANSITION ASSISTANCE (CONT'D)

- The improved TRS program will require active participation and will ease a Marine's transition and help them succeed in the civilian sector. Transition is a process, not an event and the TRS program will continue to support reach back needs of veteran Marines until they reach their goals.
- The U.S. Marine Corps is prepared to meet the four requirements of the VOW Act within the core and four pathways of the TRS. They are Pre-separation Counseling, Military Occupational Specialty (MOS) Crosswalk training, Department of Labor (DOL) Employment information, and the Veterans Affairs (VA) Benefits brief. All military services must be in compliance with these requirements by November 2012.
- The newest version of the TRS was piloted at Marine Corps Air Station, Miramar, Calif., in August 2012.
 - Based on the lessons learned at Miramar, all other Marine Corps installations will execute the newest TRS version.
- All Marines shall be expected to meet career readiness standards. For example, they will exit the seminar with a budget for the 12 month post-separation period, Individual Transition Plan (ITP) that provides a framework to achieve realistic career goals. Other career readiness standards include:
 - Pre-separation Webinar—Provides an overview of topics covered on the Department of Defense DD Form 2648/-1, Pre-separation Counseling Checklist. Informs Marines of topics and benefits of concern as they transition from the military. Topics include employment assistance, relocation assistance, physical/mental health well-being, health/life insurance, finance, and veteran's benefits. A Marine can determine if he/she requires additional assistance on selected topics.
 - Family Issues Webinar—Discusses family support structure and interpersonal relationships (during and after transition).
 - Personal Assessment—Determines areas of interest to the transitioning Marine.
 - Produces a budget for a 12 month period post-separation.
 - ITP—Provides a framework to achieve realistic career goals based upon an assessment of the Marine's personal and family needs as well as their skills, knowledge, experiences, interest, and abilities.
 - Resume writing —produces an initial resume.
 - Veterans Affairs Benefits Brief—Informs Marines on Department of Veterans Affairs (VA) benefits and entitlements of separating/retiring Marines.
 - Department of Labor (DoL) Employment Workshop—Assists Marines in successfully re-entering the civilian world by providing career/employment guidance in the areas of personal appraisal, career exploration, job search strategies, interviewing and other employment ready topics.
 - MOS Crosswalk—Illustrates how to navigate towards a particular field of employment, licensing, certification, and/or required education and provides an analysis of how to bridge the gap between where the Marine is now and where he/she wishes to be.

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TRANSITION ASSISTANCE (CONT'D)

- Marines have access to installation Personal and Professional Development (P&PD) staff throughout their time in the Marine Corps.
 - By visiting with the P&PD staff before, during, or after attending the TRS Marines can obtain additional or personal advice and counseling on matters such as personal budgeting and financial management; mounting a job search campaign; making education decisions; writing resumes and other professional correspondence; and deciding what occupation to pursue when they leave the Marine Corps.

POINTS OF CONTACT

- Mr. Shawn Conlon, Personal and Professional Development Branch Head, 703-784-9523, shawn.conlon@usmc.mil
- Ms. Heather J. Hagan, Marine and Family Programs Division, PAO, 703-432-9542, heather.hagan@usmc.mil

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TRAUMATIC BRAIN INJURY

BACKGROUND

Traumatic Brain Injury (TBI) has been at the forefront of many health and force protection initiatives since the onset of Operation Enduring Freedom and Operation Iraqi Freedom. With 161,025 service members receiving TBI diagnoses between January 2000 and September 2009, TBI has had not only a profound impact on our fighting force and their families, but also represents a significant healthcare cost.

A TBI is defined as a disruption of brain function resulting from a blow or a jolt to the head or a penetrating head injury. In October 2007, the DoD established a formal definition of TBI as a “traumatically induced structural injury and/or physiologic disruption of brain function as a result of the external force.”

TBI is a significant health issue that affects service members and veterans during times of both peace and war. The high rate of TBI and blast-related concussion events resulting from current combat operations directly impacts the health and safety of individual service members and, subsequently, the level of unit readiness and troop retention. The impacts of TBI are found within each branch of service and throughout both the DoD and the Department of Veterans Affairs health care systems.

The DoN and the Marine Corps are working to strategically develop TBI assets in high utilization areas.

TALKING POINTS

- TBI has been at the forefront of many health and force protection initiatives since the onset of Operation Enduring Freedom and Operation Iraqi Freedom.
- TBI is a significant health issue which affects service members and veterans during times of both peace and war.
- Management of TBI within the DoD has made significant advances throughout the past several years. Clinic Practice Guidelines and clinical guidelines have emerged to standardize the systems approach to treatment by incorporating state-of-the-art science, technology and knowledge-based outcomes.
- Consistent with medical doctrine, prevention of the initial TBI injury is the most pragmatic and cost efficient course of action. Significant strides are being made to improve Personal Protective Equipment worn by our service members. For example, the Army and Marine Corps are aggressively working to improve today's helmet design.
- The DoN and the Marine Corps are working to strategically develop TBI assets in high utilization areas.

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TRAUMATIC BRAIN INJURY (CONT'D)

- We will ensure that Marines, Sailors and their families have availability and access to quality facilities and support programs, as well as resources and benefits that provide a quality standard of living.
- Our approach to caring for Marines, families and relatives of our fallen Marines is based on our unwavering loyalty.

WEBSITES FOR MORE INFORMATION

- Defense Centers of Excellence website: <http://www.dcoe.health.mil/ForHealthPros/TBIInformation.aspx>
- Defense and Veterans Brain Injury Center website: <http://www.dvbic.org/TBI---The-Military.aspx>

POINTS OF CONTACT

- Capt Richard Ulsh, HQMC DivPA, 703-614-4309, richard.ulsh@usmc.mil
- CDR David Tarantino, HQMC Health Services, 703-614-4477, david.a.tarantino@usmc.mil

RELATED BRIEFING CARDS: [Post-Traumatic Stress](#) and [Wounded Warriors](#)

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TWENTYNINE PALMS LAND EXPANSION

BACKGROUND

In 2006, the MROC adopted a requirement for large-scale Marine Air-Ground Task Force sustained combined-arms, live-fire and maneuver training on the MEB level at Marine Corps Air-Ground Combat Center (MCAGCC) Twentynine Palms, Calif. MCAGCC currently does not provide sufficient live-fire and maneuver space to support this training. Existing training is restricted to multiple maneuver battalions operating simultaneously for up to 24-hours with unconstrained live-fire. Maneuver space is required to enable three infantry battalions to simultaneously conduct live-fire and maneuver for 48 to 72 hours. In a study conducted in 2004 by the Center for Naval Analyses, it analyzed MEB training requirements and suitable locations. The Combat Center was identified as best suited for MEB training, but still requires expansion.

TALKING POINTS

- On July 27, 2012, the Marine Corps announced availability of the Final Environmental Impact Statement (FEIS) of its study of a range of reasonable alternatives for potential land acquisition and airspace establishment to meet its Marine Expeditionary Brigade (MEB) sustained, combined-arms live-fire and maneuver training requirements at the Marine Corps Air Ground Combat Center Twentynine Palms, California.
- The FEIS analyzed the potential impacts of the project on lands to the west, south and east contiguous to the Combat Center. Analyses that led to the selection of the alternatives studied showed that lands to the north could not support MEB training. About 85% of the study area is federal land managed by the Bureau of Land Management; the remainder is State or privately held.
- The Marine Corps continues to review comments on the potential land expansion and airspace establishment and modification at Marine Corps Air Ground Combat Center Twentynine Palms, Calif. before finalizing a Record of Decision (ROD), now anticipated for release in January 2013.
- The 30-day wait period on the FEIS ended on Aug. 27. In response to the release of the FEIS, approximately 1,000 individual, agency and non-governmental organization comment letters were received on the FEIS.
- Although the Marine Corps and the Department of the Navy (DoN) had originally scheduled the release of the ROD for September 2012, review and consideration of comments on the FEIS continues in order to ensure all comments are thoroughly evaluated, and that the action selected in the ROD meets requirements to achieve MEB training while avoiding to the degree practicable impacts on recreation, socio-economic, natural and other resources.
- The preferred alternative seeks to avoid or minimize the impacts of this proposed action on the environment and the nearby communities, and to mitigate unavoidable impacts where appropriate.

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TWENTYNINE PALMS LAND EXPANSION (CONT'D)

- If the USMC preferred alternative moves forward, about 44% of today's Johnson Valley Off Highway Vehicle Area would remain open to the estimated 250,000 annual visitors who come to it for its recreational uses, including organized events such as the annual King of the Hammers race.
- Approximately 38,000 acres of the USMC acquired lands would be used for MEB training two months a year, and would be available 10 months for recreation uses. No dud-producing ordnance would be used in this area, and once the range is cleared for public access after MEB training, it would be available for public use.

POINTS OF CONTACT

- Mr. Rex Runyon, MCICOM PAO, 571-256-2714, rex.runyon@usmc.mil
- Capt Kendra Motz, HQMC DivPA, 703-614-4309, kendra.motz@usmc.mil

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UDP RESUMPTION

BACKGROUND

To reduce the number of unaccompanied tours and improve unit continuity, the CMC established the Unit Deployment Program (UDP) in October 1977 to provide for the deployment of units to Western Pacific (WESTPAC) for periods of approximately six months. The initial program was a six-phased evolution that sequenced infantry battalions and aircraft squadrons/detachments into WESTPAC deployments, thus eliminating the 12-month permanent change of station assignments for personnel assigned to these units. UDP was reduced in scale in 2003 due to increased personnel and equipment demands in the U.S. Central Command area of responsibility. With the recent reduction of those requirements, the Marine Corps intends to resume the normal UDP deployment cycle of units rotating from U.S. home stations.

TALKING POINTS

- The Marine Corps, as America's expeditionary force in readiness, constantly seeks opportunities to train and partner with allies and friends in the Pacific theater.
- The UDP has been a cost-effective way to expose U.S.-based Marine units to various training environments and maintain military partnerships throughout the region since 1977.
- After reducing UDP in 2003 due to increased personnel and equipment demands of fighting two wars, the Marine Corps will begin, incrementally, to return to the routine deployment cycle of units rotating to Japan from U.S. home stations.
- Approximately 200 Marines and sailors from 2nd Battalion, 3rd Marine Regiment returned to Hawaii Dec. 12 from a six-month Unit Deployment Program to Okinawa.
- Temporarily rotating Marines to Okinawa creates a cost-effective way to maintain deterrence without the costs associated with permanently based forces and their families.
- Increased forward presence improves the Marine Corps' ability to respond to contingencies throughout the region. These Marines will participate in theater security cooperation activities and partner with regional allies and friends. When called to respond, Marines can rapidly deploy with the equipment and training necessary.
- Marines under the UDP will rotate to Okinawa under the command of III Marine Expeditionary Force. Their rotation durations will ideally be six months at a time. This construct reduces their impact on the host nation as families will remain in the U.S. and the vast majority of Marines will be housed on military installations.
- The number and timing of additional deployments as part of the UDP have not been determined. The pace of UDP resumption is contingent upon the drawdown of Marines in Afghanistan. We're working through the details of fully resuming UDP and will provide more information as it becomes available.

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UDP RESUMPTION (CONT'D)

- Marine Forces Reserve has provided two artillery batteries in support of the UDP mission. Hotel Battery 3/14 deployed in October of 2011 and conducted a relief in place with Oscar Battery 5/14 in April 2012. To date, these artillery batteries have conducted numerous battery level shoots, jungle warfare training, and have provided support for exercises SSangyong, conducted in partnership with the Republic of Korea, and Freedom Banner.

Q&A

Q1: Despite the recent announcement to transfer Marines off of Okinawa, it sounds as though you are increasing the Marine Corps presence there. Is this the case?

A1: No. The UDP has been in place since 1977 and has often varied in size and scope. Marine presence in Okinawa, as always, will continue to remain in accordance with the current U.S.-Japan security agreement.

Q2: The people of Okinawa have already expressed frustration with their disproportionate 'burden' of U.S. military basing. What are you doing to mitigate their impact on the population of Okinawa?

A2: Under the Unit Deployment Program, Marines will gradually return to Okinawa consistent with pre-2003 levels. The recent US-Japan Security Consultative Committee agreement of 27 April 2012 reaffirms the plan to relocate 9,000 Marines and their associated dependants to locations outside of Japan, enabling the consolidation of the remaining bases and significant land returns south of Kadena Airbase.

Q3: How does the UDP program affect the number of Marines on Okinawa, especially in light of negotiations to reduce the number of Marines there?

A3: Please contact OSD PA.

Q4: Where will the UDP Marines come from?

A4: Marines will be sourced from U.S.-based stations.

Q5: Where will these Marines be staying and training?

A5: The Marine ground units under the UDP will be housed primarily at Camp Hansen and Camp Schwab. These installations have the existing barracks, messing, equipment and support facilities that have historically been used by UDP units.

Q6: If UDP has been suspended, was there risk to Japan? Were you able to fulfill your treaty obligations?

A6: I can assure you that the United States is committed to the security of Japan. The Marine Corps maintains a robust presence in Japan including a Marine Expeditionary Force and the permanent assignment of the 31st Marine Expeditionary Unit. Although the number of personnel present in Japan was scaled back due to other operational requirements, we maintained significant capabilities. As for specific contingency plans, I will refer you to U.S. Pacific Command.

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UDP RESUMPTION (CONT'D)

Q7: Before 2003, the Marine Corps was rotating three infantry battalions to Okinawa. Will the Marine Corps again rotate three infantry battalions under UDP? If so, how soon?

A7: The number and timing of additional deployments as part of the UDP are to be determined. The pace of UDP resumption is contingent upon the drawdown of Marines in Afghanistan.

Q8: How does UDP resumption impact the rotational deployment to Australia?

A9: At the invitation of the Australian government, we are also standing up a rotational deployment to Darwin, Australia. Initially the first UDP battalion to Okinawa will support this new deployment with a detached company of Marines, but ultimately the Australia rotational deployment is an additional presence in the region and separate from UDP resumption in Okinawa. A company-sized detachment from 2nd Battalion, 3rd Marines deployed from Hawaii to Darwin in early April.

POINTS OF CONTACT

- Capt Greg Wolf, HQMC DivPA, 703-614-4309, gregory.wolf@usmc.mil
- Maj Cathy Wilkinson, OSD PA, 703-695-0168, catherine.wilkinson@osd.mil

RELATED BRIEFING CARDS: [Marine Rotational Force – Darwin](#) and [DPRI/Pacific Realignment](#)

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VALUE OF THE CORPS

QUOTE

“Marines account for only 8.2% of the total Department of Defense budget. With that, our Nation gains the ability to respond to unexpected crises, from humanitarian assistance and disaster relief efforts to non combatant evacuation operations, to counter-piracy operations, to full-scale combat.” – **Gen James F. Amos, Commandant of the Marine Corps, 2012 Posture Statement to HASC**

TALKING POINTS

- For 8.2% of the FY12 DoD budget, the Marine Corps provides our nation 15% of its ground maneuver brigades, 11% of its fighter attack aircraft, 18% of its attack helicopters and seven Marine Expeditionary Units with the ability to respond to unexpected crises, from humanitarian assistance and disaster relief efforts, to full scale combat.
- In the fall 2010, the Marine Corps initiated a Force Structure Review, whose mission was to re-shape the Marine Corps while responsibly meeting our national security challenges. Our goal in this effort was to provide the American people with the most ready, capable and cost-effective crisis response force our nation can afford.
- With a post-Afghanistan, enduring force structure of 182,100, our re-shaped Marine Corps is able to accomplish the missions of the new Defense Strategic Guidance while keeping faith with our Marines, Sailors and their families.
- The Marine Corps will only ask for what it needs to fulfill its role and missions in national defense.
- We are proud of our reputation for frugality and remain one of the best values for the defense dollar.
- In a period of budget austerity, we offer a strategically mobile force optimized for forward-presence and rapid crisis response all for well under 10% of the DoD budget.

Q&A

Q1: In an era of tightening purse strings, what does the Corps provide our Nation's leaders?

A1: We provide the nation a crisis response force. Around the clock, we are forward-deployed and forward-engaged: shaping, training, deterring and responding to all manner of crisis and contingencies. We create options and decision space for our Nation's leaders...and we do it for only 8.2% of the entire DoD budget.

POINT OF CONTACT

Capt Eric Flanagan, HQMC DivPA, 703-614-4309, eric.flanagan@usmc.mil

RELATED BRIEFING CARD: [Marine Corps 101](#)

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ASSIGNMENT OF WOMEN TO GROUND COMBAT UNITS

QUOTE

"I expect all leaders to be fully committed to providing every Marine the opportunity to compete and excel, while sustaining unit effectiveness, readiness and cohesion, and maintaining good order and discipline. I will consider the results and impact of the exception to the ground assignment policy, the quantitative research, and the total force survey as we make future recommendations regarding the potential assignment of women to ground combat element units." – **Gen James F. Amos, Commandant of the Marine Corps, All-Marine Message (ALMAR) 012-12**

BACKGROUND

The Fiscal Year 2011 (FY11) National Defense Authorization Act directed the Secretary of Defense and the Service Secretaries to review all laws, policies and regulations that may restrict the service of female members. The Marine Corps along with DoD and the other Services conducted a comprehensive review of these restrictions. The results of this review were delivered in a Report to Congress on Feb. 9, and included an exception to the current 1994 Direct Ground Combat exclusion policy and the removal of the collocation restriction, which prevented females from serving in units required to physically collocate and remain with direct ground combat units. The SecDef further directed the services report back to him in six months with an assessment of the newly opened positions under the exception to policy, identification of further positions that can be opened, and the services efforts to pursue gender-neutral physical standards. CMC directed a measured, responsible and deliberate approach to be conducted to provide him with information and data to make an informed recommendation to SecNav and SecDef on future changes to female assignment policies.

TALKING POINTS

- In Feb 2012, SecDef directed the Marine Corps, along with the other services review its policies on the assignment of women to ground combat units and combat arms occupational specialties.
- The Marine Corps initiated a measured, deliberate and responsible research effort in order to provide the CMC with meaningful data so that he can make fact-based recommendations to the senior leadership of DoD and Congress.
- The Marine Corps' research effort includes three major components:
 - Exception to Policy Assignments (June)
 - 371 USMC / 60 USN active component Ground Combat Element (GCE) positions opened
 - 45 Marines / 15 Sailors are assigned to or slated to be assigned to 19 battalion staffs; 28 Marine staff non-commissioned officers (SNCOs) and 17 Marine officers have reported as of Dec 7
 - Artillery, tank, amphibious assault vehicle (AAV), combat engineer, combat assault and low altitude air defense (LAAD) units

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ASSIGNMENT OF WOMEN TO GROUND COMBAT UNITS (CONT'D)

- Quantitative Research (CY12)
 - GCE COMMON Physical Performance Standards (GCPPS)—infantry battalion and Entry-Level Training volunteers tested in heavy machine gun lift, casualty evacuation and march under load. Research completed in Sept 2012. Infantry Officer Course (IOC)—female graduates of Basic Officer Course can volunteer to attend IOC for research. No volunteers yet for Jan 2013 or March 2013 classes;
 - Analysis of Closed MOSs—ensure all physically demanding tasks and graduation requirements are current and reflected in Programs of Instruction (POIs) at MOS-producing schools.
- Force Survey (June-July)

Online survey for Marines (active and reserve) for CMC to gather input regarding potential changes to current assignment policies related to female Marines.
- The evaluation of female volunteers in the Infantry Officers Course is only one element of our comprehensive research plan to gather information that will assist in future recommendations regarding the assignment of female Marines. The infantry MOS is still closed to female Marines; we will only be collecting data during training.
- It is important that we learn the right lessons from recent military operations, but we must also consider the potential for the full spectrum of ground combat requirements. We must ensure that as we implement any changes, the Marine Corps maintains or improves its combat capabilities.
- We will provide the opportunity for all Marines to compete and excel, while sustaining unit effectiveness, mission readiness and cohesion, and maintaining good order and discipline.
- CMC and SMMC will be monitoring this comprehensive study during the coming year to help inform future recommendations.

WEBSITES FOR MORE INFORMATION

- DoD Report to Congress (Feb. 9): http://www.defense.gov/news/WISR_Report_to_Congress.pdf
- ALMAR 012/12 (Apr. 23): <http://www.marines.mil/news/messages/Pages/ALMAR012-12.aspx/>
- OSD PA Press Release (Apr. 26): <http://www.defense.gov/releases/release.aspx?releaseid=15217>
- MARADMIN 288/12 (May 29): <http://www.marines.mil/news/messages/Pages/MARADMIN288-12.aspx/>
- Women in Combat Units Survey: <http://www.manpower.usmc.mil/application>

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ASSIGNMENT OF WOMEN TO GROUND COMBAT UNITS (CONT'D)

POINTS OF CONTACT

- **DivPA media POC**
- Maj Shawn Haney, M&RA PAO, 703-784-9047, shawn.d.haney@usmc.mil

**** Any queries regarding Women in Combat Units that are beyond the scope of this briefing card should be directed to the point of contact at DivPA. If pressed, please limit your answer to the Talking Points above and refer the reporter to DivPA. ****

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WOUNDED WARRIOR REGIMENT

BACKGROUND

November is Warrior Care Month, a Navy and Marine Corps-wide effort to increase awareness of wounded warrior support programs and commands among service members and their families, as well as government and non-government partners and the American public. It is also a time to spotlight the many achievements and contributions of wounded, ill and injured service members, and to recognize the support provided by their families and caregivers.

This year's theme is: "Success through Transition." There are three areas service members develop during their recovery mission: Employment, Education and Entrepreneurship. Marines choose one or more of these three concentrations during their recovery mission as they plan their transition back to full duty or to civilian life.

WARRIOR CARE MONTH EVENTS

- **Warrior Care Month kickoff at Wounded Warrior Regiment cycling camp**
 - The Wounded Warrior Regiment will host a cycling training camp for approximately 40 wounded, ill and injured Marines and Marine veterans aboard Marine Corps Base Quantico, Va., Oct. 30 to Nov. 2.
 - The cycling camp will conclude with a ride around Prince William Forest Park, on Nov. 2, in honor of Warrior Care Month.
- **Warrior Care Month sitting volleyball exhibition event**
 - The Army Warrior Transition Command is hosting a sitting volleyball event at the Pentagon Athletic Center to celebrate Warrior Care Month Nov. 20.
 - Wounded, ill and injured service members from the Army, Navy, Marine Corps, Air Force, Coast Guard and Special Operations Command, and VIPs will come together for a round-robin style set of sitting volleyball games.
- **Warrior Hope and Care Center opening at Wounded Warrior Battalion East**
 - The Wounded Warrior Battalion East staff will open the Warrior Hope and Care Center aboard Camp Lejeune, N.C., in early November. Although the ribbon cutting ceremony will be in December, the center will be open to wounded warriors starting this month.
 - The center will provide training, reconditioning and transitioning services for wounded, ill and injured Marines, sailors and their families. The center features state of the art facilities and will also include working areas for Veterans Affairs representatives, Department of Labor representatives, education specialists, chaplain programs, and family support.
 - A sister Warrior Hope and Care Center was opened at Wounded Warrior Battalion West aboard Camp Pendleton, Calif. Oct. 6, 2011.

TALKING POINTS

- The United States Marine Corps Wounded Warrior Regiment provides and facilitates assistance to wounded, ill and injured Marines, and sailors attached to or in direct support of Marine units and their family members in order to assist them as they return to duty or transition to civilian life. The Regimental headquarters element, located in Quantico, Va.,

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WOUNDED WARRIOR REGIMENT (CONT'D)

commands the operations of two Wounded Warrior Battalions located at Camp Pendleton, Calif., and Camp Lejeune, N.C., and multiple detachments in locations around the globe.

- The Regiment supports active, reserve and veteran Marines. This includes WII Marines or sailors who remain with their parent units. Examples of support for WII Marines who remain with their parent units include:
 - The Sergeant Merlin German Wounded Warrior Call Center - A 24/7 capability that allows the WWR to extend support to all WII Marines, 877-487-6299.
 - Transition Cell - Provides transition support to wounded, ill and injured Marines in education, employment and entrepreneurship. The cell aligns Marines with opportunities in these areas, including training, education and career pathways.
 - Recovery Care Coordinators - Non-medical resource subject matter experts to assist with developing and meeting recovery goals.
 - District Injured Support Coordinators - Mobilized Marine reservists located throughout the country to help Marines transition from activity duty or reserve to veteran status.
 - Medical Cell - Provides medical subject matter expertise, advocacy, and liaison to the medical community.
- The Commandant of the Marine Corps expressed intent that WII Marines should remain assigned to their parent units, so long as their medical conditions allow and their units can support them. However, in certain circumstances, assignment to the WWR is necessary to ensure the WII Marine's successful transition through the recovery phases. Find out how to refer a service member to the WWR by visiting [the website](#).

WEBSITES FOR MORE INFORMATION

- ALNAV announcing Warrior Care Month: <http://www.public.navy.mil/bupers-npc/reference/messages/Documents/ALNAVS/ALN2012/ALN12067.txt>
- <http://www.woundedwarriorregiment.org>
- <http://Facebook.com/wwr.usmc>
- <http://Twitter.com/usmcwwr>
- <http://Flickr.com/photos/usmcwwr>
- <http://YouTube.com/user/USMCWWCCC>

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