

MARINE CORPS COMMUNICATION PLAYBOOK



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- **F-35 Joint Strike Fighter**
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- **Sexual Assault Prevention and Response (SAPR)**

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- **II MEF Headquarters**
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- **San Francisco Fleet Week 2014**
- **RIMPAC 2014**
- **VMGR-152 Transfer from Futenma to Iwakuni**

POINT OF CONTACT:

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Current as of: **Monday, June 23, 2014**



AMERICA'S MARINE

Who We Are

The bedrock of our Corps is the individual Marine. America's Marine is an honorable and courageous professional warrior, committed to serving the Nation and its citizens. We stand ready and eager to answer the call, whatever and wherever the mission. We are forged in hard training, made wise through years of combat, and imbued with an expeditionary mindset. We train and live hard, thrive in austerity, and embrace innovation. We are ethical warriors; courageous in battle, always faithful to our proud legacy, and an embodiment of just action, compassion, and moral courage. America's Marines are bonded through shared hardships, steadfast to our high standards, and, together, form the fabric of a diverse and professional Corps of Marines. These ethos and the extraordinary warriors who exemplify them have and always will be the foundation of our Corps.

NEW & UPDATED POINTS

- **DSTRESS Line**
- **Marine Corps 101**
- **Marine Corps Force Integration Plan**
- **San Francisco Fleet Week 2014**
- **Sexual Assault Prevention and Response**
- **Unit Personal and Family Readiness Program and Family Readiness Officers**

TALKING POINTS

- **2014 Semper Fidelis Football Program**
- **Camp Lejeune Historic Drinking Water**
- **Civilian Manpower Review**
- **Community Counseling Program (CCP)**
- **Diversity**
- **Female Dress Blue Uniform**
- **Keeping Faith**
- **Kyle Carpenter to be Awarded the Medal of Honor**
- **Marine Corps Executive Forum**
- **Marine Week Seattle**
- **MCCS NAF Transformation**
- **Post-Traumatic Stress**
- **Reawakening**
- **Recruiting**
- **Transition Assistance**
- **Traumatic Brain Injury**
- **Tuition Assistance**
- **Victims' Legal Counsel Organization (VLCO)**
- **Wounded Warrior Regiment**
- **WWR 2014 Marine Corps Trials**

**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.*

Current as of: Monday, June 23, 2014



TODAY'S CRISES

What We Do

The United States is a maritime nation, critically dependent on the global commons and a stable international order for our prosperity. However, today's new normal is a world of increasing instability, failing states, and conflict provoked by both conventional enemies and transnational threats. The Marine Corps is America's insurance policy against an uncertain world. As our Nation's force of first resort, the Marine Corps is uniquely suited to meet today's and tomorrow's security challenges. We are a highly capable, strategically mobile, ready force that responds to today's crisis...today. We are a naval force that can influence potential crisis from the sea, as part of a highly effective Navy-Marine Corps team. Our purpose-built Marine Air Ground Task Force is optimized to provide relevant, stabilizing forward presence that deters conflict and, when necessary, fight and win to protect our Nation's interests. Our expeditionary nature and legacy of enduring partnerships with allies throughout the Pacific rebalance. As responsible stewards of our nation's resources during a time of austerity, the Marine Corps is inherently a cost-effective element of our Nation's defense that yields significant return on investment. Ultimately, today's Marine Corps is a necessary hedge against a world of uncertainty. We will forever remain most ready when the nation is least ready.

NEW & UPDATED POINTS

- **Afghanistan (RC-SW)**
- **Fleet Antiterrorism Security Teams**
- **Marine Rotational Force- Darwin**
- **MEU Tracker**
- **RIMPAC 2014**
- **Tradewinds 2014**
- **I MEF Large Scale Exercise 2014**

TALKING POINTS

- **Black Sea Rotational Force 14**
- **Pacific Reorientation**
- **Partnership Of The Americas**
- **Security Cooperation Team 2014**
- **Special-Purpose MAGTF Africa**
- **Special-Purpose MAGTF Crisis Response**
- **Special-Purpose MAGTF South**
- **Value of the Corps**



TOMORROW'S CORPS

Where We Are Going

As our Nation recovers from an unprecedented fiscal crisis, the Marine Corps is responsibly building a relevant, lean, and prudent force for the 21st century. The emerging security threats to our Nation demand that America have a globally responsive, truly expeditionary, consistently ready maritime crisis response force...they demand America have a Marine Corps. While austerity may make us a leaner institution and a leaner force, we are committed to maintaining our readiness – the real measure of our ability to meet tomorrow's threats. Our innovative spirit, strong leadership, and enduring stewardship of the Nation's resources will guide our modernization, as has been our hallmark for more than two centuries. We will invest in our Marines as they are the cornerstone of our capability. We will reset our warfighting equipment and reconstitute our force after more than a decade of combat operations. We will maintain our investments in the research and development of new equipment and technologies that ensure our Nation's crisis response force remains relevant and ready. In the midst of austerity, these critical investments are America's hedge against an uncertain tomorrow.

NEW & UPDATED POINTS

- **Amphibious Combat Vehicle**
- **VMGR-152 Transfer from Futenma to Iwakuni**
- **II MEF Headquarters**

TALKING POINTS

- **DPRI**
- **End Strength and Retention Optimization Group**
- **Expeditionary Energy**
- **Expeditionary Force 21**
- **F-35 Joint Strike Fighter**
- **Foreign Area SNCO/Regional Area SNCO Program**
- **FY14 Community Outreach Plan**
- **Ground Equipment Reset Strategy**
- **Joint High Speed Vessel**
- **Marine Corps Enterprise Network Unification Plan**
- **Marine Corps Information Technology Center**
- **MV-22 Osprey**

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- Unit Personal and Family Readiness Program and Family Readiness Officers
- Wounded Warrior Regiment

RESOURCES

OTHER AVAILABLE RESOURCES



WEBSITES

- [Commandant of the Marine Corps](#)
- [DoD Press Office](#)
- [Cyber Security](#)



VIDEOS

- [Women in Service Briefing](#)
- [Senate Armed Services Hearing on Sexual Assault in the Military](#)
- ["Lost Honor"](#)



DOCUMENTS

- [White Letter 2-13: Commandants Diversity Task Force Initiative](#)
- [SECDEF Statement on Sexual Assault Prevention](#)



STAY IN TOUCH

- [PA News Feed: @USMCnews](#)
- [Marines DoD Live](#)
- [USMC Facebook](#)
- [USMC Twitter](#)
- [USMC YouTube](#)
- [USMC Flickr Photo Stream](#)
- [Marine Corps Connection](#)

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 191,500 active-duty Marines, 39,600 in the Selected Marine Corps Reserve, and 68,000 in the Individual Ready Reserve. Some 36,400 Marines are deployed across the globe.
- For 8% of the FY14 DoD Budget, the Marine Corps provides America with:
 - 15% of Active Ground Maneuver Brigades
 - 11% of the Fighter/Attack Aircraft
 - 11% of the Artillery Batteries
 - 12% of the U.S. military personnel in Afghanistan
 - Seven flexible and scalable MEUs
- About 37% of Marines are lance corporals and below – our most junior ranks in the Marine Corps.
- About 61% of Marines are 25-years-old or younger.
- About 6% of Marines are female.
- Fewer than one out of every nine Marines is an officer.
- View the latest [Marine Corps 101 Presentation](#).

POINT OF CONTACT/SOURCING

- HQMC PA, 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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2014 SEMPER FIDELIS FOOTBALL PROGRAM

BACKGROUND

The Semper Fidelis Football Program (SFFP) is a nationwide All-American player selection tour that collectively celebrates the academic excellence, proven physical fitness, and quality of character of elite student athletes from around the country. The Semper Fidelis All-American Bowl (SFAAB) is its culminating event. The program provides an opportunity to showcase the Marine Corps' commitment to developing quality citizens, reinforce Marine Corps values and show how they relate to success on and off the field. It gives the Marine Corps Recruiting Command (MCRC) opportunities to purposefully engage well rounded student athletes in order to share Marine Corps leadership lessons that will enable future success. MCRC officially announced upon the last Bowl Game that the football program was discontinued due to budget constraints affecting the command's recruiting advertising budget for 2014. MCRC recently received additional funding for its advertising budget, enabling the command to reinstate the football program this year.

SFAAB GENERAL TALKING POINTS:

- The Marine Corps only selects the best and the brightest to join our ranks, just like the players who will be selected to play in the SFAAB.
- Like the Marine Corps, the SFFP demands quality of character, excellence in education, and proven physical fitness.
- A main objective of the SFFP is to provide Marines with opportunities to purposefully engage well-rounded student athletes in order to share Marine Corps leadership lessons that will enable their future success.
- The Marine Corps advocates for high-achieving high school student athletes and views the football program as an opportunity to establish a strong connection with America's youth.
- The Marine Corps does three things exceptionally well: we make Marines, we win battles, and we return quality citizens to the community. This aligns with our football program that focuses on developing quality of character, alongside academic and physical excellence.

ALL-AMERICAN SELECTION TOUR:

- The All-American Selection Tour recognizes and celebrates selected players as exemplary athletes, youth leaders, high-academic performers and engaged community members. The Marines engage in communities nationwide to strengthen relationships and develop America's future leaders through participation in an All-American Selection tour and a nationally televised SFAAB.
- The All-American Selection Tour events recognize athletes selected to play in the SFAAB as a badge of honor and take the opportunity to reward their commitment to academic excellence and community leadership.
- The All-American Selection Tour honors selected players who demonstrate the Marine Corps' commitment to developing quality citizens, and reinforces our core values of honor, courage, and commitment, on and off the field.

SEMPER FIDELIS ALL-AMERICAN BOWL:

2014 SEMPER FIDELIS FOOTBALL PROGRAM (CONT'D)

- The SFAAB brings together approximately 100 student-athletes from across the country who have demonstrated success both on and off the field. The bowl will bring selected players together with Marines, professional and college football coaches to develop skills not only important to football, but throughout life, such as leadership, self-confidence and teamwork.
- The SFAAB is unique because the players are among the most talented players in the nation and are high-academic performers and leaders in their communities.
- The inaugural SFAAB was held at Chase Field in Phoenix, Ariz., on January 3, 2012.

ADVERTISING TALKING POINTS:

- MCRC's advertising program is used both strategically and tactically to deliver branded communication activities to support Marines on recruiting duty, generate leads and create positive awareness that engages our prospect and influencer audiences.
- The primary MCRC advertising objective is to deliver a national-level, broad based advertising message that introduces our prospect market to the Marine Corps, makes them aware of our elite organization and generates interest for more information – all of which helps influence qualified young Americans to consider enlistment into the United States Marine Corps.

POINT OF CONTACT

- MCRC Public Affairs Office; mcr CPA@marines.usmc.mil

AFGHANISTAN (RC-SOUTHWEST)

OFFICIAL QUOTE:

"A tremendous amount of progress has been made in southwestern Afghanistan, and the elections prove that. The Afghan National Security Forces are capable, confident and credible in the eyes of the people as they secure their own nation."

- Brig. Gen. D.D. Yoo, Commander of RC(SW)

BACKGROUND: Marine Expeditionary Brigade-Afghanistan (MEB-A) provides the nucleus of the command element for Regional Command (Southwest), which is a U.S. and U.K.-led coalition command under the International Security Assistance Force located in southern Afghanistan and is responsible for Helmand and Nimroz provinces. RC(SW) supports the continued effort to provide security force assistance responsible for advising, assisting and supporting Afghan National Security Forces (ANSF) in protecting the population of Helmand and Nimroz provinces. RC(SW) will end its mission in Afghanistan by the end of December 2014.

TALKING POINTS / Q&As:

- The ANSF lead 99% of security operations in Helmand and Nimroz.
- We have reorganized all of our advisors under a Consolidated Corps Advisor Team, and our main effort is now at the corps level as we focus on institutional development and sustainment to ensure we can set the conditions for a responsible transition of full security responsibility to the ANSF by the end of December 2014.
- Marine Expeditionary Brigade-Afghanistan is the last U.S. Marine command to deploy to southern Afghanistan in support of Operation Enduring Freedom.

Q1: *How many U.S. service members / Marines are serving with MEB-A?*

A1: *A total of 5,000 U.S. service members are serving with Marine Expeditionary Brigade-Afghanistan, 4,500 of them Marines.*

Q2: *What other coalition nations are part of RC(SW)?*

A2: *Coalition forces from the United Kingdom, Georgia and Jordan are serving. Additional countries that have ended operations here include Tonga, Estonia, Denmark and Bosnia.*

ADDITIONAL SOURCES:

<http://www.dvidshub.net/unit/RC-SW>

<http://www.isaf.nato.int/subordinate-commands/rc-southwest/index.php>

<http://www.imef.marines.mil/Units/MEBA/media.aspx>

POINT OF CONTACT: 1stLt Garth Langley, RC(SW)/ MEB-A, Media Officer, 318-357-7293, garth.langley@afg.usmc.mil

AMPHIBIOUS COMBAT VEHICLE

BACKGROUND: Three years ago, the Marine Corps cancelled the Expeditionary Fighting Vehicle program to explore a more affordable and capable alternative for an Amphibious Combat Vehicle. After doing so, we determined that current and emerging weapons systems and ISR capabilities could require us to launch initial forces beyond 25 nautical miles as previously postulated. We also found that modern commercial and wheeled combat vehicles had substantially closed the performance gap between wheeled and tracked vehicles, to include shore-to-shore swim capability. The current ACV program has subsequently been refined to reflect a systems approach to the military problem of conducting amphibious operations from further offshore and at speed while enhancing protected mobility for the mission on land.

STATEMENT: The Marine Corps will, in the near term, field an Amphibious Combat Vehicle (ACV) in order to provide protected mobility for our infantry units throughout the varied terrain mixes in the littorals. The ACV will be amphibious; however it will normally rely on surface connectors to conduct the preponderance of its ship-to-shore movement.

Risk over the midterm will be mitigated through survivability and sustainment upgrades to our current self-deploying AAVs to extend their service life through 2035.

In a longer term effort conducted in concert with the Navy, the Marine Corps will continue to explore capabilities that better enable it to conduct high-speed, extended range surface littoral maneuver from ship-to-objective in order to fully replace its legacy AAVs that were first fielded in 1972.

TALKING POINTS / Q&As:

TP1. The Marine Corps will, in the near term, field an ACV in order to provide protected mobility for our infantry units throughout the varied terrain mixes in the littorals.

TP2. With current and projected amphibious platforms and connectors, the ACV will support our concept of operations that requires us to operate from up to 100 nautical miles from shore.

TP3. Wheeled vehicle performance has improved greatly since we began our efforts to replace the AAV.

Q1. *Why have you chosen to go with a wheeled vehicle when you previously said a tracked vehicle was desired?*

A1. *A combination of tactical, technical and budgetary factors led us to this decision. We have determined that emerging A2/AD systems will require us, in some instances, to stand-off at distances beyond which even a high water speed ACV can reasonably achieve.*

Wheeled vehicle performance has improved greatly since we began our efforts to replace the AAV. Wheeled vehicles have:

- Greater mobility in complex, littoral terrain
- Increased IED protection (2X)
- Reduced fuel consumption (>1/2 fuel consumption)
- Reduced maintenance (improved mean time between failure)
- Reduced signature and smaller profiles (a critical survivability factor in a G-RAMM environment)
- Increased dispersion of personnel among more vehicles (a critical risk reduction factor)

AMPHIBIOUS COMBAT VEHICLE (CONT'D)

- Design margins that allow for a family of vehicles of various configurations (personnel, command, and recovery variants; potentially others i.e.: indirect-fire, anti-armor in the future)
- Significantly reduced cost
- Less technological risk
- Nearer-term availability.

Q2. What will happen to the AAV?

A2. We have begun a survivability upgrade program to 392 AAVs, a sufficient number to support our MEUs and to provide a bridge to a longer range solution. These upgrades will provide for performance, reliability, and survivability improvements, and will be delivered to the Fleet beginning in FY 19.

Q3. What impact will a wheeled ACV have on amphibious shipping and surface connectors?

A3. The concept of employment for ACV places a premium on using enablers like the mobile logistics platform (MLP) and surface connectors. Programmed efforts, like the ship-to-shore connectors (SSC) that succeed existing landing craft, air-cushioned (LCAC), are critical to our approach. Longer term, we will look at the "art of the possible" regarding refinements to other platforms and the possible pursuit of alternative landing craft solutions. In much the same way the MV-22 has greatly expanded the amphibious forces littoral maneuver options, we must also innovate our surface connector fleet.

POINT OF CONTACT: Col Sean Gibson, CD&I PAO, 703-432-8420, sean.d.gibson@usmc.mil

BLACK SEA ROTATIONAL FORCE 14

BACKGROUND

Black Sea Rotational Force 14 conducts military-to-military engagements with Romanian and partner-nation forces from the Black Sea, Balkan and Caucasus regions. BSRF-14 marks the first iteration of a full-year rotation in the program's history. The ability to maintain international bonds and lasting partnerships, combined with the capability of limited but rapid crisis response, has made the program an essential year-round mission to U.S. European Command and its partners in the Eastern European region. BSRF-14 will continue to promote regional stability and security, increase military capacity and interoperability, as well as build and maintain partnerships with partner nations.

THEMES AND MESSAGES

Promote Regional Stability; we share common security interests, including energy security and denying the Black Sea region as a haven for terrorists and a corridor for illicit trafficking in weapons of mass destruction, persons and drugs.

Maintain Enduring Partnerships: The Black Sea Rotational Force is a long standing military-to-military engagement with our partners in the region. We are committed to maintaining and further strengthening a close and solid relationship with these partner-nations in the Eastern European region.

Build Partner Capacity: A rotational U.S. presence military effort in the region significantly increases the level of cooperation between our militaries in training activities and exercises through which we develop our military capabilities and interoperability with partner-nation militaries.

QUESTIONS AND ANSWERS

Q1. Why is the U.S. military in the Black Sea Region?

A1. The U.S. military is in the Black Sea region to participate in Black Sea Rotational Force 14, an annual, year-long rotation of Marines to conduct security cooperation activities with partner-nations in the Black Sea, Balkan and Caucasus regions. The military-to-military engagements aim to enhance their professional military capacity and increase our interoperability. In addition, we are maintaining and strengthening our relationships with our partner-nations so we may collectively address common security challenges in the region.

Q2. What will training consist of?

A2. The military engagements will consist of counterinsurgency training, peacekeeping operations training, and military-to-military familiarization events in the areas of basic infantry skills, communications, logistics, non-lethal weapons employment, intelligence, combat life-saving and emergency first aid techniques, the military decision-making process, and noncommissioned officer development.

Q3. What can you tell us about the purpose and objectives for BSRF-14?

A3. The purpose of Black Sea Rotational Force 14 is to conduct targeted security cooperation activities with partner-nations in the Black Sea, Balkan and Caucasus regions in order to enhance their professional military capacity and increase our interoperability. Also, we are bolstering our relationships with partner-nations so we can collectively address common security challenges in the region.

BLACK SEA ROTATIONAL FORCE 14 (CONT'D)**Q4. When does the rotation start and how long will it last?**

A4. Marines assigned to the first yearly rotation of BSRF-14 began arriving in Romania in August and are expected to return to their home stations in the U.S. in March, 2014.

Q5. What kind of unit are you bringing to the region?

A5. The Black Sea Rotational Force is a company reinforced sized element, focusing around weapons company from 3rd Battalion, 8th Marines. This unit also includes a logistics combat element and a command element. However, BSRF 14.2 does not have organic air capabilities.

Q6. What kind of equipment are they bringing?

A6. The equipment will consist of motor transport assets, small arms, and communications equipment to include: 7-ton trucks, High Mobility Multi-Wheeled Vehicles, ambulance, M-16s, 9mm pistols, 50-caliber machine guns, and communications gear.

Q7. How many military members are participating?

A7. About 265 Marines and sailors from across the U.S. are participating.

Q8. Which countries are participating?

A8. Romania and Bulgaria plan to participate in BSRF-14.

POINT OF CONTACT

BSRF-14 PAO, 2ndLt Danielle Dixon, 314-771-2318, COMM +40 073-070-1780, E-mail:
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CAMP LEJEUNE HISTORIC DRINKING WATER

BACKGROUND

In the 1980s, certain chemicals that 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. Since then, the Department of the Navy (DoN) has been working with the state of North Carolina and the U.S. Environmental Protection Agency (EPA) 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 might 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) and the Q&A Booklet addendum (June 2013): https://clnr.hqi.usmc.mil/clwater/Documents/Camp_Lejeune_Addendum_v12.pdf

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.

Most recent update: On Feb. 19, 2014 the Agency for Toxic Substances and Disease Registry's (ATSDR) "Evaluation of mortality among Marines and Navy personnel exposed to contaminated drinking water at USMC Base Camp Lejeune: A retrospective cohort study" was published (<http://www.atsdr.cdc.gov/sites/lejeune/mortalitystudy.html>)

For more information about this and other studies being conducted by ATSDR, visit <http://www.atsdr.cdc.gov/sites/lejeune/> or call (800) 232-4636. ATSDR's water modeling study can be viewed here: <http://www.atsdr.cdc.gov/sites/lejeune/watermodeling.html>

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.

TALKING POINTS

- The health and welfare of our Marines, Sailors, their families and our civilian workers are top priorities for the Marine Corps.

CAMP LEJEUNE HISTORIC DRINKING WATER (CONT'D)

- 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 220,000 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 in 1987 or before.
- 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.
- 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.

WEBSITES AND RESOURCES FOR MORE INFORMATION

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

POINT OF CONTACT

Capt Maureen Krebs, HQMC PA, 703-614-4309, maureen.krebs@usmc.mil

**** Any media queries regarding the Camp Lejeune Historic Drinking Water issue should be directed to the point of contact at HQMC PA.*

*Any queries from individuals looking to register in the CLHDW notification database should be directed to the CLHDW call center at 1-877-261-9782. ****

CIVILIAN MANPOWER REVIEW

BACKGROUND

Because of budgetary challenges facing the Corps, the Commandant has directed a detailed review which would support an anticipated managed reduction of our civilian workforce as part of a comprehensive plan to reduce costs and ensure the Marine Corps remains ready to respond to tomorrow's crises with today's force.

MESSAGES/TALKING POINTS

- The Marine Corps, along with the other services, has been directed to reduce the overall budget which includes military and civilian personnel, contract services, facilities, IT, and other support functions. We are developing a plan with the goal of minimizing the impact to our personnel, both civilian and military.
- Reducing costs is necessary so that we can continue to maintain required readiness levels in a declining fiscal environment.
- The Marine Corps plans to achieve the necessary civilian workforce reduction through the use of voluntary workforce shaping flexibilities such as attrition, reassignments, early retirement, and incentive payments.
- The Marine Corps will meet its budgetary requirements through a total force approach to include a manpower drawdown for the active component, reserve component adjustments, and contract support and civilian workforce reductions.

POINT OF CONTACT

Ms. Yvonne Carlock, M&RA PAO, Yvonne.carlock@usmc.mil, 703-784-9047.

COMMUNITY COUNSELING PROGRAM (CCP)

BACKGROUND

The Marine Corps Community Counseling Program (CCP) is an expansion of our General Counseling program (GC), which was previously situated with the Family Advocacy Program (FAP) since the mid-1980s. The GC terminology was changed to the CCP as part of our restructuring of Behavioral Health. The new positioning of CCP and its new title more appropriately reflects our public/community mental health approach, which provides increased access to counseling and care management. The CCP counselors provide evidence based non-medical counseling to Marines, attached Sailors, and families. Services include care coordination, screening, counseling, and referrals.

TALKING POINTS

- The Marine Corps Behavioral Health Program has adopted the Institute of Medicine's (IOM) "Prevention Continuum" as a framework for classifying our service delivery. The CCP service is a selected and indicated service delivery available for Marines and family members who identify with at risk indicators. The IOM classification system provides a framework that ensures the appropriate level of prevention and intervention service is applied to individuals and groups at risk for behavioral health conditions. This targeted service delivery ensures that we get the right kind of assistance directly where it is needed.
- CCP is staffed with providers who hold master's degrees and are state licensed, then credentialed by the Marine Corps Credentialing Review Board. They provide the following services:
 - Evidence-based client screening tools and assessments
 - Psycho-education groups for individuals and families
 - Non-medical case management to improve coordination of referrals to medical treatment facilities and specialty care appointments.
 - Non-medical counseling to individuals (children, adolescents, and adults), families and couples
 - Program/service navigation
 - Front door for all other services provided through Behavioral Health (although there is no wrong door)
 - Ongoing support for Marines who have experienced suicidal ideation or an attempt via the Marine Intercept Program (MIP). MIP provides care coordination and system navigation for Marines who have had a suicidal ideation or an attempt.
- The Marine Corps uses a community health approach that includes partnering with multiple organizations to provide support to Marines and family members. An example is the Memorandum of Understanding (MOU) with the Navy Bureau of Medicine and Surgery (BUMED), Marine and Family Programs Division, and Marine Corps Health Services (HS). This MOU facilitates collaboration between the Marine Corps and Navy Medicine reducing gaps in prevention and treatment between medical and non-medical psychological health organizations.
- Marines, Sailors, and their families can access help through any "door", directly accessing the CCP, Family Advocacy Program, Substance Abuse Program, Chaplaincy, or Navy Medical assets. Counselors at the CCP actively provide care coordination, connecting Marines with additional resources and providing warm handoffs and referrals between programs and facilities.

COMMUNITY COUNSELING PROGRAM (CONT'D)

- To assist with warm handoffs, an electronic integrative case management system known as the Behavioral Health Case Management Information System provides CCP counselors the ability to transfer case files of Marines and families who undergo a Permanent Change of Station (PCS) while in treatment to the receiving installation. This electronic platform also permits smoother system navigation when transferring clients between programs locally.

POINTS OF CONTACT

- Dr. Linda Love, Marine and Family Programs Division, Headquarters, Prevention Clinical Services Assistant Branch Head, 703-432-9301, Linda.Love@usmc.mil
- Ms. Heather J. Hagan, Marine and Family Programs Division, Headquarters, PAO, 703-432-9542, heather.hagan@usmc.mil

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 FY14, 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. 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.² The strategic end-state of the Marine Corps' Diversity Program is to strengthen our connectedness with the American people.³

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 a key as that support 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 Gen James F. Amos, CMC, "GOS Diversity Update," Remarks at the General Officer Symposium (PowerPoint extract), 13 Oct 2011.

³ Gen James F. Amos, CMC, *Remarks to Marine Corps Recruiting Command's National Commanders' Conference*, San Diego, Calif., 18 Oct. 2011

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 Marine 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.

POINTS OF CONTACT

- Col TV Johnson, Head, EO & Diversity Branch, 703-784-9371, thomas.v.johnson@usmc.mil
- Maj Stuart "Stu" Fugler, MCRC PAO, 703-784-9454, stuart.fugler@marines.usmc.mil

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 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 the 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. The purpose is to better position our forces across the theater in order to enable cooperative security partnerships throughout the region.
- Some 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 (\$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.

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

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

USMC DSTRESS LINE

“As a Marine wife of 42 years, I truly understand the stresses and strains of the Marine Corps life—deployments, PCS relocations, heartache and worry. Our Marines, our Sailors and our spouses and children all give something of themselves in service to our country. This is our honor and this can be our burden...you can get through anything as a community. You are not the only one, and you are not alone.”

-Mrs. Bonnie Amos, First Lady of the Marine Corps

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. 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 Public Service Announcement (PSA) is provided by the First Lady of the Marine Corps Mrs. Bonnie Amos and is intended to reach Marines, attached Sailors and families world-wide.

TALKING POINTS

- The health and welfare of our Marines, Sailors, their families and our civilian workers are a top priority for the Marine Corps.
- Amid the celebrations of the Holiday season, Marines, Sailors and their families also feel the stress of deployments, financial preparations, and travel to visit family and friends. Planning ahead for the holidays can offset potential negative impacts to relationships, finances, physical health and emotional wellbeing preventing Marines, Sailors and their families from enjoying the Holidays and the coming year. Should anyone you know need support this holiday season, DSTRESS Line phone number and website for chat access is: 1-877-476-7734 and www.dstressline.com.
- 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 high standard of living.
- 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

USMC DSTRESS LINE (CONT'D)

- The DSTRESS Line is available to Marines, attached Sailors, and family members giving any Marine, attached Sailor or family member, "one of their own" to speak with about everyday stress or their heaviest burdens in life.
- **STATISTICS FOR MAY 2014 DSTRESS Line (Updated on June 2, 2014)**
 - *There were 483 total calls, chats, follow up calls, and Skype sessions.*
 - *Most chats average 18 minutes.*
 - *Most common behavioral health reason for contacting the DSTRESS Line: relationship stress. Other common reasons: stress management, health care issue, and occupational problem.*
 - *A total of 60 percent of calls and chats have "First Call Resolution."*
 - *A total of 12 percent of callers and chat users are referred to contact their local USMC resources (unit leadership, chaplain, Marine Corps Community Services). Other common referrals: Community Resources and Vet Center/VA.*

WEBSITE FOR MORE INFORMATION

- www.dstressline.com

POINTS OF CONTACT

- Capt Cody Denton, Marine and Family Programs Division, Headquarters, Behavioral Health Outreach Section Head, 703-432-9109, cody.Denton@usmc.mil
- Ms. Heather J. Hagan, Marine and Family Programs Division, Headquarters, PAO, 703-432-9542, heather.hagan@usmc.mil

END STRENGTH AND RETENTION OPTIMIZATION GROUP

BACKGROUND

In March 2014, Manpower and Reserve Affairs stood up the End Strength and Retention Optimization Group (ESROG) to address issues that emerged during a Retention Executive Review Period, which was executed via MARADMIN 026/14. The MARADMIN called for all FY14 reenlistment request submissions NLT 28 Feb 2014. The review showed a strong demand for continued service at a time when the Marine Corps is drawing down. As of 28 Feb, 4,228 requests for reenlistment were pending with fewer than 400 retention quotas (boat spaces) remaining.

The objective of the ESROG is to find at least 2,400 Marines who can be voluntarily or involuntarily separated before 30 September in order to allow those personnel spaces to be given to the most deserving of the 4,228 Marines who were pending reenlistment at the end of February. The ESROG is staffed by manpower retention officials and enlisted monitors who provide expertise and assistance to commanders to allow the most deserving FY14 re-enlistment applicants to re-enlist. The group has worked closely with commanders and senior enlisted leaders across the service to create the best possible result for Marines and units alike.

The ESROG is a supporting arm of the Reawakening campaign. The M&RA team has instituted an approved campaign plan with three lines of effort to maximize reenlistment opportunities, while strengthening our Corps and preventing further cuts to accessions. Each line of effort is designed to identify potential FY14 end strength savings, which will allow deserving to be granted re-enlistment.

- Line of Effort 1: Administrative Separations (AdSeps). Review efforts to process Marines for AdSeps in cases of non-compliance with the Body Composition Program, expired Temporary Limited Duty, or unsatisfactory performance, as outlined in the Separations Manual.
- Line of Effort 2: Fiscal year 2015 Cross Year Voluntary Enlisted Early Release Program (FY15 XFY VEERP). Support individual Marine requests for utilization of this program (described in MarAdmin 662/13).
- Line of Effort 3: Individual Marine Non-Compliance of Assigned Orders. This line of effort is pending final review but will be applied when Marines refuse to obligate service time to execute orders. In those cases, SNMs EAS will be accelerated by up to 365 days to the month they would have been required to report to their new duty station, putting the enlisted force under the same rule set applied to officers. This policy also will likely yield additional benefits in correcting inventory gaps such as the NCO shortage in III MEF.

Q&A

Q1: Is the ESROG trying to separate Marines under any circumstances possible?

A1: Not at all – in fact, there are many cases that the group recommends retention due to particular Marines' performance, qualification or command endorsements. Many Marines don't realize how many hundreds of Marines are in repeated violation of known standards of conduct like the Body Composition Program, or have repeated incidents of NJP convictions in the recent past. The ESROG aims to identify populations of Marines for commands to examine regarding their suitability for further service. In the end, commanders across the service decide what to do because the ESROG has not formal legal authority.

END STRENGTH AND RETENTION OPTIMIZATION GROUP (CONT'D)

Q2: Are all of the ESROG's recommendations regarding Marines who seem to merit consideration for administrative separation?

A2: No. In fact, through the end of April, most of the departure that units across the service and the ESROG had been able to coordinate was voluntary. About 80 percent of all unplanned (meaning FY15 and beyond) EAS departures this year have been accomplished through the VEERP, VSP and TERA programs.

Q3: Will the ESROG continue to exist in FY15?

A3: Although the ESROG probably won't exist as an independent working group, the subject matter that it has helped to bring to the forefront (end strength management through voluntary and involuntary departures) will endure. Since the ESROG Marines are all MMEA individuals who have been working in the ESROG as a collateral duty, the lessons learned and standard operating procedures developed during this initiative will be formalized into MMEA standard operating procedures to accomplish the same effect in FY15 and beyond.

Q4: How is the ESROG or MMEA getting the word out about what is going on, what commanders need to know, and what is coming next.

A4: Every Wednesday at 1300 EST, the OIC of the ESROG holds a military Skype (Defense Connect Online, or DCO) conference call with any commander or staff member who desires to attend. He covers about 20 minutes of prepared updated and then fields questions for usually the balance of 90 minutes. If a command desires a DCO call at another day and time, they can simply request one through their Career Planner and someone in the ESROG will oblige. Additionally, on 15 May, three M&RA officials (two ESROG members and the MMEA retention section head) held a live town hall meeting on Facebook that was seen by more than 200,000 Facebook users and "liked" or commented more than 4,000 times in the first 24 hours. Many Marines received one-to-one career counseling or order interpretation in a public forum, such that any other Marine with a similar profile could learn from as well.

POINT OF CONTACT

- M&RA PAO, manpower.pao@usmc.mil, 703-784-9047
- Lt. Col. Rory Quinn, OIC, End Strength and Retention Optimization Group, rory.quinn@usmc.mil, (703) 432-9369

EXPEDITIONARY ENERGY

BACKGROUND

In March 2011, the Commandant issued the Marine Corps Expeditionary Energy Strategy and Implementation Plan to change the way we use energy. 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. The demands of the future security environment are driving the Marine Corps to become a leaner force, centered on the MEB as the principal organization for planning, conducting steady-state activities, and responding to larger crises and contingencies. By 2025, the Expeditionary Energy Strategy specifically directs the Marine Corps to create a MAGTF capable of maneuvering from the sea while requiring liquid fuel only for mobility systems once ashore.

TALKING POINTS

- Today's MEB, the 'crown jewel' of Marine Corps operations, is heavier than it was 10 years ago. We have more units, and each unit relies on more (and heavier) aircraft, vehicles, and equipment. All require more energy than legacy versions.
- Marine Corps investments in energy efficient and renewable energy systems are essential to building a lighter, more capable MEB that goes farther and stays longer on every gallon of fuel.
- Renewable energy technologies are fielded with combat units in OEF, aboard ships with MEUs, and to the Fleet Marine Forces. Current and future investments, and accompanying value to the operating forces, include:
 - Accelerate the fielding of expeditionary energy systems, including: Solar Portable Alternative Communications Energy Systems (SPACES); Ground Renewable Expeditionary Energy Network Systems (GREENS); radiant barrier blankets; and LED light sets, to Fleet Marine Forces
 - With ONR, develop fuel efficient improvements for the Medium Tactical Vehicle Replacement (MTVR) including potential 25+% increased fuel efficiency
 - In a joint effort with the US Army (USA), develop and field next-generation hybrid power systems with the potential to reduce generator energy consumption by up to 50% and increase generator efficiency by up to 80%
 - Implement improved power generation capability to achieve approximately 22% fuel efficiency across the fleet of power systems (USA-funded development; USMC-funded procurement)
- Through the Experimental Forward Operating Base (ExFOB) process, we have conducted 6 demonstrations at Marine Corps bases across the country, reviewed some 300 technologies, purchased 11 for extended user evaluation, and transitioned five to Programs of Record.
- Once fielded, energy and water technologies first demonstrated at ExFOB will increase the operational reach of the force. Additional capability gains, not detailed above, expected from these systems include:

- Power patrol bases entirely on renewable energy
 - Conduct extended foot patrols with limited or no fuel or battery resupply
 - Lighten the carried load of batteries and water for a 96-hour patrol by ~58 lb
 - Reduce the need to carry multiple types of batteries
 - Reduce vehicle fuel use while idling by 30%
- ExFOB 2014 was held at Marine Corps Base Camp Pendleton, California, from 12-16 May 2014. The focus of ExFOB 2014 is Tactical Energy Harvesting. See below for coverage of ExFOB:
 - "ExFOB '14: Warfighters do more with less"
<http://www.youtube.com/watch?v=EbkVJVzuigk>
 - "ExFOB'14: Advanced Gear Tested by Marines, for Marines"
<http://www.youtube.com/watch?v=jppdXII10QE>
 - "With the Gear — Lightening your Load, Lighting your Way"
<http://www.youtube.com/watch?v=0Fw7aLWEoRY>
- We've had great success with material solutions in recent years, but technology alone is not the answer. We can't buy or innovate our way out of this problem. We have a behavioral element to address. The Commanders' Energy Readiness Program (CERP), launched in 2013, arms battalion and squadron commanders with fuel and power data, enabling them to plan and make decisions that can increase training days or extend operational reach. As budgets decline, programs like CERP will ensure that Marines extract the most readiness out of every gallon of fuel they use.
- 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
- The current and future security environment demands a forward-deployed crisis response force that is poised and flexible to respond to a host of threats at a moment's notice and able to sustain itself for significant periods, at a time and place of its choosing.
- The strategic rebalance to the Pacific, and the tyranny of distance associated with operations therein, underscores the value of a fast, lethal, austere MEB that is lighter and more energy efficient than it is today.

WEBSITES FOR MORE INFORMATION

- [Marine Corps Expeditionary Energy Office](#)
- [Video: Expeditionary Energy](#)
- [Video: ExFOB](#)

POINT OF CONTACT/SOURCING

Capt. Maureen Krebs, HQMC PA, (703) 614-4309, maureen.krebs@usmc.mil

EXPEDITIONARY FORCE 21**QUOTE**

“Expeditionary Force 21 is our vision for designing and developing the force that will continue to fulfill our responsibilities. But it is more than a vision – it is also an actionable plan and a disciplined process to shape and guide our capability and capacity decisions while respecting our country’s very real need to regain budgetary discipline.”

– Gen James F. Amos, Commandant of the Marine Corps

TOPLINE RECURRING THEME: “Forward and Ready: Now and in the Future”

TALKING POINTS

- Through Expeditionary Force 21 we will chart a course over the next 10 years to field a Marine Corps that will be: the right force in the right place at the right time.
- Expeditionary Force 21 does not change what Marines do, but how they will do it.
- Expeditionary Force 21 provides an aspirational vision of how we will operate in order to guide experimentation, force development activities, and inform programming decisions.
- Expeditionary Force 21 overarching goal is to improve how we support the requirements of Geographic Combatant Commanders (GCCs).
- Expeditionary Force 21 approach is across four intertwined lines of effort:

1) Refining Our Organization

- Expeditionary Force 21 focuses on three Marine Expeditionary Brigades (MEBs) capable across a range of operations and able to command or integrate with joint task forces.
- During the next 10 years, we must explore evolving the Marine Expeditionary Unit (MEU) to accommodate changes in basing, capability, capacity, as well as exploration of, operating in a disaggregated manner, prepositioned equipment, land basing, complementary force packages, and alternative platforms.
- Special Purpose MAGTFs (SPMAGTFs) will assume a greater role in crisis response and generate greater capacity for forward presence in more locations.

2) Adjusting Our Forward Posture

- We will maintain one-third of our operating forces forward and flexibly distribute them over a wider area to deter adversaries and effectively respond to emergencies and crises...this involves changing dwell to 1:2.
- By 2017 we will have 22,000 Marines west of the international date line
- We are orienting our forces to specific regions and positioning them to conduct sustained security cooperation activities.
- We will continue to sustain alert contingency forces that allow us to rapidly scale for action.

3) Increasing Naval Integration

- We are exercising the concept of forward “compositing”– forming up our reinforcing forces at or near the scene of a crisis.
- We remain dedicated to exploring holistic concepts of operation for launching assaults from a combination of amphibious ships reinforced by seabase platforms.
- We will strengthen our partnership with the Navy by integrating our operational staffs and institutionalizing our maturing concepts of employment.

EXPEDITIONARY FORCE 21 (CONT'D)

4) Enhancing Littoral Maneuver.

- The development and proliferation of A2/AD capabilities threaten freedom of action. This requires establishing advanced bases and austere expeditionary sites for employment of distributed STOVL operations, which serve as an enabler for sea control and power projection.
- To complement the operational reach of our vertical connectors (helicopters and tilt-rotors), we are exploring a new generation of surface connectors (boats, self-propelled amphibious vehicles, and landing craft) that enables us to maneuver through the littorals to positions of advantage.
- Fielding a high-speed, long-range high-capacity system of connectors, amphibious vehicles, boats, as well as the ships that project them forward, are necessary for amphibious operations.

SUMMARY

Through Expeditionary Force 21, we will focus on crisis response; increase our emphasis on missions ranging from theater security cooperation through forcible entry; enhance our ability to operate from the sea and take advantage of all platforms and means; and as a result, provide the right force in the right place at the right time. Our end-state is to provide Geographic Combatant Commanders (GCCs) with task-organized Marine Expeditionary Brigades (MEBs) capable of rapidly responding to crises and contingencies within a joint and/or coalition framework. We will do this by rapidly compositing a combination of forward-deployed, forward-based and CONUS-based units under a scalable and rapidly deployable MEB Command Element.

WEBSITE

- Active April, 7, 2014 <http://www.mccdc.marines.mil/>

POINT OF CONTACT

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

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

General

- As the Marine Corps support the President's strategy to rebalance in the Pacific, we will bring the most advanced technologies and capabilities of our force to the region. These capabilities enable the Marine Corps to support our regional partners during crises by enabling our forces to perform a wide range of missions across multiple domains. As the future of Marine aviation the F-35 will eventually replace all aircraft from three legacy Marine Corps platforms including the AV-8B Harriers, F/A-18 Hornets, and the EA-6B Prowlers. It is the Marine Corps' desire to replace all of its F/A-18 Hornets stationed at Marine Corps Air Station Iwakuni with F-35B Lightning II aircraft. This effort to exchange aircraft will take place in close coordination with the Government of Japan. More important, the deployment of aircraft will not proceed without an authorization from the Japanese government.
- 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.

Strategic Value

- 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.
- 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.
- 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.

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

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.

We are going to IOC the F-35B in the summer of 2015 and we will have F-35Bs aboard amphibious ships in 2017 providing a strike capability to our nation and international partners that is significantly better than what we see today.

Once fully fielded, the F-35B will replace three legacy aircraft – F/A-18, EA-6B and AV-8B.

Status

- Test – The F-35 program has exceeded flight test plans for the past three years. The F-35B has flown supersonic, conducted carrier operations, flown at night, validated aerial refueling capabilities, executed weapons testing, conducted vertical landings aboard our bases and amphibious ships, and performed high angle of attack testing.
- Initial Sea Trials aboard the USS Wasp, LHD-1, were completed in October, 2011 proving the capabilities of the F-35B at sea in its expeditionary role supporting our MAGTF afloat on L Class amphibious ships. A total of 72 Vertical Landings and 72 Short Take-offs were accomplished.
- The second Sea Trial period aboard the USS Wasp, LHD-1, was completed during August 2013 to expand the operating envelope of the aircraft for short take-offs and vertical landings in addition to conducting the first night take-offs and landings in preparation for Initial Operational Capability (IOC) in 2015. A total of 95 Vertical Landings and 94 Short Take-offs were accomplished.
- Training - Our training squadron VMFAT-501 at Eglin AFB commenced flight operations in May 2012. As of 1 September 2013, they have trained 24 pilots, and are in the process of training their 113 maintenance personnel to assume autonomous organic level maintenance support in preparation for the relocation to MCAS Beaufort in 2014.
- Basing - Eglin AFB is the first of several Pilot Training Centers required to support the growing demand for trained Joint Strike Fighter aircrew as all three US services and eight international partners transition to the aircraft over the next 20 years. To facilitate the increase in F-35B STOVL training the Marine Corps completed two Environmental Impact Surveys (EIS) in December 2010, one each for the east and west coasts, to include the second F-35B Pilot Training Center at MCAS Beaufort. As Eglin AFB reaches operational capacity the Marine Corps will consolidate STOVL training at MCAS Beaufort to allow the Navy to expand F-35C training capacity at Eglin AFB. The Marine Corps will move all the F-35Bs from Eglin AFB to MCAS Beaufort using 2014 as a transition year, but retain F-35C training of its Marine pilots with the Navy squadron at Eglin AFB.

Units

- VMFAT-501 – Eglin AFB
 - Started flight operations May 2012. VMFAT-501, the “Warlords”, continue to train instructors and operational pilots, to include two United Kingdom pilots for future operational test activities. In the summer of 2014 the Warlords will relocate to new F-35B STOVL training facilities at MCAS Beaufort.

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

- VMFA-121 – MCAS Yuma
 - The first operational squadron, VMFA-121, the “Green Knights” started flight operations January 2013. On 21 March the first vertical landing at Yuma was accomplished. VMFA-121’s plan is to continue a controlled and measured approach to increasing F-35B operations as their aircraft continue to be delivered throughout the remainder of the year.
- Fleet Repair Center East (FRC-E), MCAS Cherry Point
 - As expected, the early Low Rate Initial Production Joint Strike Fighter aircraft, all variants, will require modifications to incorporate correction of deficiencies discovered during the concurrent program development activities.
 - The first 32 F-35B aircraft delivered to the Marine Corps, along with the initial procurements for the Air Force and Navy will require depot level inductions for the incorporation of “concurrency” modifications.
 - The first F-35B was inducted in July 2013.
 - It is envisioned that FRC-E will become the 2nd Air Vehicle System Depot Level Repair facility, the initiation of the F-35B concurrency modifications at FRC-E serves facilitate the standup up of full depot level activities at MCAS Cherry Point through a measured and controlled process, gradually building up F-35B capacity and experience over time in synch with the downsizing of support requirements for the AV-8B as it is taken out of service.

Outyear Plans

- MCAS Beaufort ready for JSF operations January 2014.
- VMFAT-501 relocates to MCAS Beaufort in 2014, complete by September 2014.
- VMX-22 F-35B OT&E Detachment stands up at Edwards AFB spring 2015.
- Block 2B software release July 2015.
- Initial Operational Capability (IOC); July to December 2015.
- VMA-211 starts transition in 2015, stands up in January 2016.
- UK starts training with VMFAT-501 in 2016, completes in 2019.
- VMFA-121 relocates to MCAS Iwakuni summer of 2017, picks up 31st MEU and F/A-18 squadron commitments.
- Italy projected to start training with VMFAT-501 in 2017

POINTS OF CONTACT

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FEMALE DRESS BLUE UNIFORM

BACKGROUND

In 2013, Marine Barracks Washington conducted a multi-month wear test of a Woman's Dress Blue Coat similar to the Man's Dress Blue Coat. After that study, the Marine Corps Uniform Board President received a request from Marine Barracks Washington to update the Woman's Dress Blue Coat to a new style that more closely matches the style of the male Dress Blue Coat.

Under the suggestion, which has received initial review by the Uniform Board, the Woman's Dress Blue Coat will be redesigned to make it similar in appearance to the male Dress Blue Coat using the Drum and Bugle Corps' Woman's Red Dress Coat as the baseline. The design uses darts on the upper blouse with a skirted lower part, which allows the blouse to fit a large spectrum of female body sizes with minimal alterations. A traditional stand-up collar has been added, the upper pockets have been removed, and the coat will button in the same fashion as current female garments.

STATEMENT

(Effective May 19, 2014): The Marine Corps expands the field testing of a request to re-design the female officer and enlisted blue dress uniform to a style similar to the male blue dress coat with the traditional collar. The Marine Corps Uniform Board President is developing a prototype to support this initiative, which will establish service uniformity in appearance and function. The initial prototype is based on the Marine Corps Drum and Bugle Corps' women's red dress coat with dress blue fabric rather than red. Female officer and enlisted Marines in select Marine Corps units will wear-test each uniform for at least six months, beginning in the October/November timeframe. The wear-test results and recommendations will be forwarded to the Marine Corps Uniform Board for consideration in late spring/summer of 2015.

Q&A

Q1: Why is the Marine Corps Uniform Board looking at changes to the Woman's Dress Blue Coat?

A1: In 2013, the Commanding Officer of Marine Barracks Washington, D.C., in an effort to achieve uniformity in the appearance of his ceremonial units and standard functionality as it relates to the conduct of sword manual, conducted a multi-month wear test of female dress blue uniform prototypes. Following that study, a request was forwarded to the MCUB from the Marine Barracks requesting a review to a permanent change to the Woman's Dress Blue Coat. After an initial review by the MCUB, the request was determined to have merit to continue consideration.

Q2: What is the next step?

A2: "The MCUB President will work through Marine Corps Systems Command to identify vendors to prepare a prototype which should be ready for a wear test in the fall. The wear test for the prototype will be bands, recruiters, and potentially Marine Barracks personnel again.

Q3: When will this be implemented for the entire Marine Corps?

A3: The process will involve development of a prototype, a wear test, and evaluation of the data received during the test. The results will then be presented to the MCUB which will consider the issue and provide a recommendation to the Commandant of the Marine Corps for final decision. Under the schedule as planned, the Commandant could make a decision on this issue during the summer 2015. If approved, it normally takes from 12 to 24 months to field a new uniform item.

FEMALE DRESS BLUE UNIFORM (CONT'D)

Q4: How does the research and development process work?

A4: In most cases, a suggestion/recommendation is forwarded to the Uniform Board from Marine Corps Systems Command, but we also receive suggestions from contractors/manufactures, higher headquarters, major commands, and individual Marines.

If the request comes from a source other than MCLB Albany or MCSC and the Uniform Board establishes it as a viable suggestion, MCSC is tasked with developing a prototype. Once a prototype is developed, the Uniform Board will review the suggestion and prototype to determine its value and whether a wear-test is warranted. If deemed warranted, the MC Uniform Board forwards this recommendation to the Commandant. If the Commandant disapproves the wear test, the originator will be informed as much. If the Commandant approves a wear test, MCSC works with a contractor to develop enough prototypes for a wear test.

Once the prototypes are developed, they are distributed for wear tests. Wear test participants for the wear test are normally chosen based off their location and the item to be tested. The selected test group is provided with the uniform items and instructions on how they are to be worn (e.g., how long, for what occasions), and are required to complete a survey at the end of the test.

The results of the test are then forwarded to the Uniform Board for review. Using the prototypes and wear test results the Uniform Board forwards a recommendation to the Commandant whether to adopt the item or to not adopt the item.

Q5: How can an individual submit a uniform change request?

A5: Individuals can propose an improvement/change to an existing uniform, or propose a new item, by submitting the recommendation, via their chain of command, in naval letter format to; CMC (MCUB), 2200 Lester Street, Quantico, VA 22134. The recommendation should be submitted with relevant schematics/graphics developed for the item, as well as a detailed description. Any requests received without command endorsement will be returned without action (where appropriate).

POINT OF CONTACT: OMCC (PA), 703-614-4309, ontherecord@usmc.mil

FLEET ANTITERRORISM SECURITY TEAMS (F.A.S.T)

BACKGROUND

Marine Corps Fleet Antiterrorism Security Teams (FAST) are deployed around the globe with the mission to provide limited duration expeditionary antiterrorism and security forces in support of designated component and geographic combatant commanders in order to protect vital naval and national assets.

The primary mission of a FAST company is the reinforcement or recapture of critical U.S. infrastructure in their specified area of operations.

FAST companies conduct specialized training to include non-combatant evacuation operations, close quarters battle, military operations in urban terrain, convoy operations, shipboard operations and specialized security operations.

Established in 1987, FAST companies provide a limited-duration, expeditionary security force to protect vital naval and national assets. FAST companies maintain forward-deployed platoons at various naval commands around the globe, and possess U.S.-based alert forces capable of rapidly responding to unforeseen contingencies worldwide. Each FAST company is equipped and trains with some of the most state-of-the-art weaponry.

FAST maintains a high degree of readiness in order to conduct this short-notice, limited-duration contingency operations, as seen in the following examples:

- Somalia 1993- Deployed in support of Operation Restore Hope.
- Kenya 1998- Reinforced the US Embassy in Nairobi, Kenya after terrorist attack.
- Yemen 2000- Supported during response to the bombing of the USS Cole.
- Macedonia 2001 - Deploys in order to reinforce US Embassy Skopje in response to local anti-western rioting.
- Liberia 2003- Reinforced the Embassy in Monrovia, Liberia.
- Iraq 2003-2004 / 2005-2008-Deployed in support of Operation Iraqi Freedom.
- Saudi Arabia 2004- Deployed to reinforce the American Consulate in Jeddah after bombing.
- Beirut, Lebanon 2006- Deploy in support of JTF Lebanon; Reinforce embassy in Beirut.
- East Timor 2006-Reinforce Embassy in Dili, East Timor.
- Haiti 2009- Supported Operation Unified Response providing site security for US Embassy Port Au Prince.
- Yemen and Kyrgyzstan 2010- Reinforced Embassies in Sana'a and Bishkek.
- Yemen and Egypt 2011- Reinforced Embassies in Sana'a and Cairo.
- Yemen and Libya 2012-Reinforced Embassies in Sana'a and Tripoli.

TALKING POINTS (CAPABILITY)

- The Marine Corps is America's premier crisis response force.
- 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.
- We are forward deployed and forward engaged: shaping, training, deterring and responding to all manner of crises and contingencies.

FOREIGN AREA SNCO/REGIONAL AREA SNCO PROGRAM

QUOTE

“The future security environment demands that Marines of every rank possess increased understanding of the cultures, history, geography, and demographics of the areas in which they will operate. Our Foreign Area Officers and Regional Affairs Officers provide commanders critical expertise that materially contributes to mission success. In the future, as we transition from current combat operations in Afghanistan and re-set the force, the need for FAOs and RAOs will be even more important in the future security environment. This critical program continues to have my full support.” – **Gen James Amos, Commandant of the Marine Corps**

BACKGROUND

The FAS program is being developed to provide MAGTF commanders a corps of international affairs marines for future assignments on tactical, operational and strategic-level Marine Corps staffs, joint and combined staffs and for duty with interagency organizations. The contributions of these Marines will improve MAGTF plans, operations, and security assistance efforts, with language skills, regional expertise, and culture (LREC) capability to effectively navigate increasingly complex cultural terrain where tomorrow's mission will occur.

MARADMIN 156/14 released March 31, 2014, announcing the solicitation for volunteers for the USMC FAS program. HQMC expects the program and the creation of the MOS to be online by 2016. Once the program comes online, requests for volunteers will occur via MARADMIN on a yearly basis.

TALKING POINTS

- The Foreign Area SNCO (FAS) Program seeks to place Marines with the right cultural skills in the right place at the right time, systematically, as opposed to an ad-hoc basis.
- The FAS Program provides a venue to identify the talent that already exists in the force. A large number of Marines from across the PMOS spectrum have many of the desired skill sets and are looking for opportunities to engage their expertise. FAS identifies resident talents, and complements existing knowledge with education, language or immersion experience.
- FAS skills are force multipliers for commanders at the tactical level. They allow Marines with regionally-focused education, language, and culture expertise to influence and guide the planning and execution of Marine operations overseas. Cultural expertise will enable the Marine Corps to function smarter vs. harder when responding to contingencies, providing regional stability, security cooperation, and disaster relief.
- MAGTF commanders will benefit greatly with culturally-attuned subject matter experts on the staff at the SNCO level. A total of 90% of the force is enlisted, and look to SNCOs daily for guidance and mentoring. Future missions will likely be accomplished by smaller units, with fewer officers, operating more independently, and addressing challenges presented by complex cultural environments, irregular and hybrid threats.

FOREIGN AREA SNCO/REGIONAL AREA SNCO PROGRAM (CONT'D)

- As we continue to offer a strategically mobile, forward deployed and rapid crisis response force, FAS trained Marines will enhance Marine Corps capabilities to achieve strategic ends with tactical means.
- FAS skills and education enhance primary skill sets, and make Marines better prepared to operate effectively in foreign environments. Employment with tactical units will improve coalition interoperability and partnerships during peacetime, phase zero through phase four engagement, and everything in between.
- FAS participants are dual-tracked to maintain PMOS credibility and positive career management.

WEBSITE FOR MORE INFORMATION

- [https://hqmc.usmc.afpims.mil/ppo/Units/StrategyandPlansDivision\(PL\)/InternationalAffairsBranch\(PLU\)/InternationalAffairsPrograms.aspx](https://hqmc.usmc.afpims.mil/ppo/Units/StrategyandPlansDivision(PL)/InternationalAffairsBranch(PLU)/InternationalAffairsPrograms.aspx)

POINTS OF CONTACT

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FY14 COMMUNITY OUTREACH PLAN

BACKGROUND

Under sequester, all Services were mandated to take a very restrictive outreach posture throughout FY13. The only authorized events or activities were those that could be executed locally and at no cost to the government; events outside these parameters required a waiver to be submitted to the Office of the Secretary of Defense (OSD) for approval.

For FY14, the Services worked together to generate a cost-saving approach to staying connected with the American public, supporting DoD strategic priorities, and ensuring a strong and healthy force during this fiscally challenging time. The cost of outreach activities presented in this plan is estimated at \$129M, representing a 45% reduction in the volume of 2012 outreach activities. This plan is estimated to save DoD \$1B over the next 10 years.

It's important that we sustain interconnectedness with our public through a national community engagement strategy that showcases the Marine Corps' unique capability as America's crisis response force, in order to maintain citizenry support of Marines, our Corp's role in national defense, and the value and effectiveness of the Marine Air Ground Task Force.

Although we won't return to our pre-sequester level of outreach activity, we hope to be able to execute our key programs in a manner that ensures Americans outside of areas with bases and installations have the opportunity to see and connect with their Corps.

Specifically, this new plan authorizes the following types of activities, though clearer guidance is provided in the [MARADMIN](#):

- Birthday Ball activities
 - Includes supporting musical units traveling to various bases and stations to support the birthday, as well as travel for guests of honor who participate in the events.
- Marine Week Seattle, WA
 - Marine Week is the Commandant's strategic-level community relations event designed to solidify the Marine Corps' relationship with the American public at a grassroots-level. Events provide an opportunity for the public to engage with the Marine Corps and experience the Corps' unique expertise through the Special Purpose Marine Air Ground Task Force (SPMAGTF) and events scheduled throughout the host city.
- Five Open House Airshows (i.e. Miramar, Kaneohe Bay, Cherry Point, Beaufort, Yuma)
 - Per MCICOM guidance, 3 airshows are approved: MCAS Miramar, MCAS Cherry Point Air Show, MCAS Yuma
- 16 Harrier/Osprey Demos (to be Board-selected) and flyovers for OSD-selected national sporting events
 - For additional information and a list of selected Harrier/Osprey demonstrations visit [Marine Corps Aerial Support](#).
- The President's Own 31-day tour
 - Highlight character and ethos of the individual Marine through ceremonial outreach events.
- Limited Regional Band Music Outreach Program
 - Includes regional band travel outside the local area to support engagements across the country.

FY14 COMMUNITY OUTREACH PLAN (CONT'D)

- Limited Marine Barracks Washington Outreach
 - Highlight character and ethos of the individual Marine through ceremonial outreach events.
- Belleau Wood (supported by marching platoon and a field band)
- NGO, Civic, Corporate Outreach (to include MCEF, Civilian Leadership Workshops, VSO outreach, etc.)
 - Includes strategic outreach programs that engage leadership around the country in fields such as civic and institutional executives, corporate executives, leaders in academia, and influencers in employment and support of Marines during and after transition to the civilian world.

As Secretary of the Navy Ray Mabus said, we are not back to "business as usual," and tracking our COMREL activities will likely be the way forward. This plan clearly reflects that; it's tailored and scaled down, as is the expectation for local command outreach. Any activities and associated expenditures outside the scope of this plan will require OSD approval through the waiver process.

Marine units may conduct local outreach, but it must still be done within the confines of existing fiscal and travel constraints. That is, TAD still requires first GO/FO/SES authorization. Recommend any sponsor funding and/or gift acceptance questions be reviewed by local SJA.

KEY MESSAGES

- Community and public outreach is a crucial Departmental activity that reinforces trust and confidence in the United States Military and in its most important asset – people.
- Proactive community outreach ensures we connect with the American people to inspire the best and most qualified candidates to serve; support our troops at home and in dangerous places throughout the world; and ultimately transition our military families back into communities ready to support them through education, employment, and wellness initiatives.
- These proactive engagements showcase our superior combat power, demonstrate readiness to defend the Nation, and help to preserve the all-volunteer force.
- This is a cost-saving approach to staying connected with the American public, supporting DoD strategic priorities, and ensuring a strong and healthy force during this fiscally challenging time.
- This plan is proactive, comprehensive, fiscally responsible, and strategically sound.

TALKING POINTS

- Related to the Budget
 - An analysis of previous Departmental outreach activities and their associated costs, set against current fiscal constraints, led to the recommendation to reduce spending by 45%. This reduction was acknowledged as an appropriate balance between the reality of today's fiscal uncertainties and keeping the Military connected with the American public.
 - This plan promises to save the Department \$1B over the next 10 years.
 - This plan provides us the best opportunities to gain the highest return on our investment, while ensuring powerful resonance of our messages.
- Review Process
 - The plan was endorsed by the Service Secretaries and Chiefs, the Chairman of the Joint Chiefs of Staff, and OSD.
 - It was approved personally by the Secretary of Defense.

FY14 COMMUNITY OUTREACH PLAN (CONT'D)

- Timing
 - FY 2014 was targeted as a logical milestone for a controlled, disciplined, and cohesive start to this plan.
- Implementation
 - Effective October 1, 2013, Service leaders are authorized to execute this plan in accordance with all Departmental policies and procedures.

QUESTIONS & ANSWERS

Q1: Why would the Department consider funding outreach activities in light of the continuing fiscal uncertainty and Service announcements to downsize?

A1: Community and public outreach is a crucial Departmental activity that reinforces trust and confidence in the United States Military and in its most important asset – people. Proactive community outreach ensures we connect with the American people to inspire the best and most qualified candidates to serve; support our troops at home and in dangerous places throughout the world; and ultimately transition our military families back into communities ready to support them through education, employment, and wellness initiatives. These proactive engagements showcase our superior combat power, demonstrate readiness to defend America, and help to preserve the all-volunteer force.

Q2: Where will you find the money to support this plan and the community outreach activities presented in it?

A2: Each Military Service is taking a strategic approach to balancing its own operations, personnel and equipment requirements, capabilities and future needs against this crucial Departmental activity that reinforces trust and confidence in the United States Military and in its most important asset – people. The planned 45 percent reduction to outreach activities will result in a \$1B savings over the next 10 years.

Q3: What has changed, now that the Department is restoring all of these events?

A3: Actually, we are not restoring all community outreach activities. Rather, the Military Services worked together to generate a cost-saving approach to staying connected with the American public, supporting DoD strategic priorities, and ensuring a strong and healthy force during this fiscally challenging time. This plan reduces the volume of outreach activities by 45% and is estimated to save DoD \$1B over the next 10 years.

Q4: What was cut to reach this 45% reduction?

A4. The vast majority of the cost savings were achieved by a volume reduction in these activities:

- Flyovers
- Static displays
- Port visits
- Service weeks
- Military band travel

FY14 COMMUNITY OUTREACH PLAN (CONT'D)**Q5: Weren't these events reviewed and cancelled under FY2013 sequestration?**

A5: Under sequester, Departmental outreach spending was severely restricted. Outreach events at cost to the Department were prohibited, specifically:

- Demonstration flying and parachute teams, band or ceremonial travel and performances beyond local area
- Port visits
- Marine, Fleet, Navy and Air Force Weeks
- Civic and corporate leader outreach

Waivers were required for any outreach activity at cost to the Department and approvals for such activities were the rare exception. Sequestration restrictions prevented the Department from connecting with nearly a half billion people worldwide, and required DoD to withdraw support from more than 2,800 outreach events throughout the country.

Q6: Who made the decision as to what events would or would not be permitted under sequestration and will that process be continued?

A6: Assistant to the Secretary of Defense for Public Affairs George Little was authorized to consider waiver requests to sequestration restrictions established by the May 23, 2013 Comptroller's memorandum, "Additional Guidance for Handling Budgetary Uncertainty in Fiscal Year 2013." In contrast, the Services now have an approved outreach plan for the entirety of FY14.

Q7: What were the savings that resulted from withdrawing military support from more than 2,800 events?

A7: We have not tracked or calculated that number. However, based on the Services' efforts to develop a strategic outreach plan for FY14, they estimated the amount associated with their combined outreach activities to be \$233M. The approved FY14 outreach plan cuts that by 45% and promises to save the Department \$1B over the next 10 years.

Q8: What community outreach events will take place under this plan?

A8: This plan will reinstate at a significantly reduced capacity: the DoD jet and parachute demonstration teams, carefully reviewed non-local band and ceremonial unit appearances, port visits, Service weeks, and nonprofit, civic, and corporate leader outreach. Approved outreach activities represent the most efficient and effective opportunities to sustain public confidence in its military. Events specific to the Marine Corps are highlighted in the [MARADMIN](#).

Q9: How can the Department justify spending money on community outreach events when the country just endured a Government shutdown and the Secretary himself stated that fiscal uncertainty still exists?

A9: Secretary Hagel recognizes that even in this uncertain fiscal environment balance remains key, and community and public outreach is a crucial Departmental activity that reinforces trust and confidence in the U.S. military and in its most important asset – people. Proactive community outreach ensures we connect with the American people to inspire the best and most qualified candidates to serve; support our troops at home and in dangerous places throughout the world;

FY14 COMMUNITY OUTREACH PLAN (CONT'D)

and ultimately transition our military families back into communities ready to support them through education, employment, and wellness initiatives. These proactive engagements showcase our superior combat power, demonstrate readiness to defend the Nation, and help to preserve the all-volunteer force.

Q10: Who put this plan together?

A10: Leaders from all Service and National Guard Public Affairs offices joined together in the planning process with support from OASD (Public Affairs) Community and Public Outreach. PA leaders also relied on their subject matter experts in developing this strategic plan that promises to save the Department \$1B over the next 10 years.

Q11: Is this the new normal for DoD and its Community Outreach efforts?

A11. We think this to be the case, at least for the foreseeable future. That's why the Services took a strategic approach in designing this fiscal year plan with a focus on geographic presence.

Q12: Will these outreach activities cease if additional furloughs are implemented in FY 2014?

A12: We don't speculate on "what if" scenarios.

RELATED LINKS

- [Guidance for FY14 Community Outreach Events MARADMIN](#)
- [Marine Corps Aerial Support](#)

POINT OF CONTACT

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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 modernize 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 is executing a proven strategy to retrograde and reset its ground equipment in Afghanistan. Using lessons learned from the retrograde from Iraq, the Marine Corps operationalized its drawdown from Afghanistan by linking in-theater retrograde actions to its future force modernization requirements and published the guidance in an Operation Enduring Freedom Ground Equipment Reset Strategy signed by the Commandant of the Marine Corps on January 1, 2012. In addition, the Reset Strategy was supported by a comprehensive Ground Equipment Reset Playbook, identifying the lifecycle maintenance strategies for all in-theater equipment, to facilitate retrograde planning, depot maintenance scheduling and funding liability calculations.

TALKING POINTS

- The Marine Corps successfully executed the post-surge recovery; right sized sustainment stocks in Afghanistan and positioned itself to execute the future drawdown of the force when directed.
- As of 13 August 2013, 64% of equipment and 75% of supply stocks and ammunition have been retrograded or divested from Marine Corps inventories in OEF. More than 41,000 equipment items have returned from Afghanistan, of which 35% have been fully reset and returned to the operating forces in support of home station readiness.
- The Marine Corps has a detailed strategy to reset its 1,231 post-war Mine Resistant Armored Protected (MRAP) enduring requirement.
- In accordance with the OEF Reset Strategy, the Marine Corps continues to capture and measure rates of return, depot maintenance production, transportation and storage costs, fiscal expenditures and other metrics in order to clearly define the fiscal liability and ensure auditability of reset actions.
- The Marine Corps is optimally postured for future drawdown actions and remains poised to execute an in-stride reset of our critical ground equipment in support of force reconstitution objectives and associated timelines.

POINT OF CONTACT

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JOINT HIGH SPEED VESSEL USNS SPEARHEAD (JHSV 1) MARDET**QUOTE**

“The Navy-Marine Corps team provides power projection from the sea, responding immediately to crisis...when success is measured in hours, not days.”

– Commandant of the Marine Corps, Gen. James F. Amos, April 1, 2014

BACKGROUND

More than 60 Marines of U.S. Marine Corps Forces, South (MARFORSOUTH) are scheduled to join the Sailors of joint high speed vessel USNS Spearhead (JHSV 1) on her deployment in support of U.S. Naval Forces Southern Command (USNAVSO)/U.S. 4th Fleet's Southern Partnership Station to the U.S. Southern Command (USSOUTHCOM) area of responsibility (AOR) during the summer and fall of 2014. In keeping with the long-held tradition of demonstrating the utility and agility combined naval forces provide our nation and partners, the MARDET will exercise its expeditionary skills in support of USSOUTHCOM theater campaign plan objectives to build partner-nation capacity in Counter Transnational Organized Crime (CTOC) operations, while ready to conduct Humanitarian Assistance & Disaster Relief (HA/DR) operations if required.

KEY MESSAGES

- As an Expeditionary Force-in-Readiness, the Marine Corps' main missions are “the ability to respond to crisis” and “assure littoral access.” Given this emphasis, our focus ranges from security cooperation to forcible entry with a special emphasis on crisis response.
- The Navy and Marine Corps work together to leverage the significant flexibility, speed and agility combined naval forces provide the U.S. and partners throughout Latin America and the Caribbean.
- We are aligned with our partners in enduring relationships built on common values and interests that allow us to move with trust and speed when crises come.

TALKING POINTS

- The readiness, rapid responsiveness, flexibility, precision and strategic mobility of naval forces are essential to ensuring continued access and security in the global commons and the littoral regions that border them.
 - More than 80 percent of the world's population currently resides within 100 miles of a coastline—and the proportion is increasing.
 - More than 230,000 lives were lost to natural disasters throughout Latin America and the Caribbean from 2010 to 2013, according to the U.N.-endorsed Centre for Research on the Epidemiology of Disasters (CRED).
- The joint high-speed vessel USNS Spearhead (JHSV 1) MARDET is a clear demonstration of the flexibility, adaptability and utility of the Marine Corps as an Expeditionary Force-in-Readiness that can operate from a variety of naval platforms.
 - In a demonstration of the Navy-Marine Corps team's flexibility and emphasis on engaging our partners, responding to their needs, and projecting our forces in support of crises if needed; the Sailors and Marines aboard the USNS Spearhead (JHSV 1) will conduct and support theater security cooperation activities, training exercises, and other missions with more than 15 partner-nation Navies and Marine Corps in the air, land and sea domains.

JOINT HIGH SPEED VESSEL USNS SPEARHEAD (JHSV 1) MARDET (CONT'D)

- At each port, Sailors and Marines will do different types of engagements where you will see them right next to each other as they work with their partner-nation counterparts.
 - Whether assisting a school renovation project in Belize, conducting a subject matter expert exchange in Honduras, or responding to an earthquake-ravaged island, our Marines and Sailors are committed to working with our partner-nation counterparts in our shared interests, shared values and shared responsibility.

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 last 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.
 - Our goal is 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
 - We think focused leadership at all levels is the key to having an effective drawdown process.

KEEPING FAITH (CONT'D)

- 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

- HQMC PA, 703-614-4309, ontherecord@usmc.mil

KYLE CARPENTER TO BE AWARDED THE MEDAL OF HONOR**QUOTE**

"I am extremely pleased that the President will award the Medal of Honor for conspicuous gallantry to Corporal William "Kyle" Carpenter, U.S. Marine Corps (Retired).

In mid-June, Cpl. Carpenter will receive the nation's highest military honor for his courageous actions while serving as an automatic rifleman in Helmand province, Afghanistan on Nov. 21, 2010.

Cpl. Carpenter is an inspiring young man and Marine whose selfless service and heroic actions stand as a testament to the "uncommon valor" exhibited by Marines throughout our Corps' illustrious history. His compelling story will inspire and motivate current and future generations of Marines. He joins Corporal Jason Dunham and Sergeant Dakota Meyer as this generation's legendary heroes of our Corps.

On behalf of all Marines, both past and present, I offer heartfelt congratulations and gratitude to Corporal Carpenter and his family and look forward to seeing him receive the recognition he richly deserves."

- **General James F. Amos, 35th Commandant of the Marine Corps**

FULL NAME: William Kyle Carpenter

RANK AT TIME OF ACTIONS: Lance Cpl.

CURRENT RANK: Cpl. (Date of rank: July 1, 2012)

AGE & HOMETOWN: 24, Born in Flowood, Miss.

YEAR JOINED THE USMC: Feb 2, 2009, Ft. Jackson, S.C.

YEAR LEFT ACTIVE DUTY: Medically retired July 30, 2013

MOS/TRAINING: 0311, Automatic Rifleman

COMBAT DEPLOYMENTS: Afghanistan

AWARDS & DECORATIONS: Personal awards include Purple Heart Medal, Navy and Marine Corps Achievement Medal, and Combat Action Ribbon. Other awards and decorations include the Navy Unit Commendation, Marine Corps Good Conduct Medal, National Defense Service Medal, Afghanistan Campaign Medal with one bronze campaign star, Global War on Terrorism Service Medal, Sea Service Deployment Ribbon with one bronze star, North Atlantic Treaty Organization Medal ISAF for Afghanistan, and Rifle Sharpshooter Badge.

CURRENT EMPLOYMENT: Full-time student at the University of South Carolina

KYLE CARPENTER TO BE AWARDED THE MEDAL OF HONOR (CT'D)

BACKGROUND

Lance Cpl. Carpenter was a member of a platoon-sized coalition force composed of two reinforced Marine rifle squads partnered with an Afghan National Army squad. The platoon established Patrol Base Dakota Nov. 19, 2010 in a small village in the Marjah District in order to disrupt enemy activity and provide security for the local Afghan population. Lance Cpl. Carpenter and a fellow Marine were manning a rooftop security position on the perimeter of Patrol Base Dakota when the enemy initiated a daylight attack with hand grenades, one of which landed inside their sandbagged position. Without hesitation and with complete disregard for his own safety, Lance Cpl. Carpenter moved toward the grenade in an attempt to shield his fellow Marine from the deadly blast. When the grenade detonated, his body absorbed the brunt of the blast, severely wounding him but saving the life of his fellow Marine.

MESSAGES

- The bedrock of our Corps is the individual Marine. Cpl. Carpenter is a prime example of an honorable and courageous professional warrior who is committed to serving the Nation and its citizens.
- Cpl. Carpenter's extraordinary demonstration of bravery, decisiveness, and loyalty to his fellow Marine embodies the Marine Corps' values of honor, courage and commitment.

QUESTIONS & ANSWERS

Q1. Who is the Medal of Honor awarded to?

A1. The Medal of Honor is awarded to members of the Armed Forces who distinguish themselves conspicuously by gallantry above and beyond the call of duty while:

- engaged in an action against an enemy of the United States;
- engaged in military operations involving conflict with an opposing foreign force; or
- serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party.

The meritorious conduct must involve great personal bravery or self-sacrifice so conspicuous as to clearly distinguish the individual above his or her comrades and must have involved risk of life. There must be incontestable proof of the performance of the meritorious conduct, and each recommendation for the award must be considered on the standard of extraordinary merit.

Q2. How many Marines have earned the Medals of Honor?

A2. A total of 298 Medals of Honor have been awarded to Marines. [Sgt. Maj. Dan Daly](#) and [Maj. Gen. Smedley D. Butler](#) were each awarded the medal twice. For more information, visit the official website of the Congressional Medal of Honor Society at: www.cmoths.com.

Q3. Have any Marines received the Medal of Honor for actions during the wars in Iraq and Afghanistan?

A3. [Cpl. Jason Dunham](#) was posthumously awarded the Medal of Honor in 2007 for his actions in Iraq, and [Sgt. Dakota Meyer](#), the most recent living recipient, was awarded the Medal of Honor in 2011 for his actions in Afghanistan.

KYLE CARPENTER TO BE AWARDED THE MEDAL OF HONOR (CT'D)**WEBSITES FOR MORE INFORMATION**

- For the official White House announcement, visit: <http://www.whitehouse.gov/the-press-office/2014/05/19/president-obama-award-medal-honor>
- For additional information on Cpl. Carpenter, visit: www.marines.mil/moh/medalofhonor
- For members of media that would like additional photos and video of Cpl. Carpenter, please visit: <http://www.dvidshub.net/feature/USMCMedalOfHonorKyleCarpenter>

POINT OF CONTACT/SOURCING

- Capt. Kendra Motz, HQMC Public Affairs, (703) 692-1454, kendra.motz@usmc.mil

MARINE CORPS ENTERPRISE NETWORK UNIFICATION PLAN

BACKGROUND

The Marine Corps Enterprise Network (MCEN) is the Marine Corps' network-of-networks and approved interconnected network segments. It comprises people, processes, logical and physical infrastructure, architecture, topology and Cyberspace Operations.

The MCEN further includes tactical and garrison network segments and provides the interface with the Defense Information System Network and the Local Exchange Carrier. It is characterized at a minimum to include programs of record that provide network services to forward-deployed forces operating in the USMC.mil namespace and in USMC routable IP addresses.

TALKING POINTS

- The MCEN Unification Plan (MCEN-UP) provides a roadmap of technical and policy actions being executed to gain Information Technology efficiencies.
- The MCEN-UP is the Marine Corps' way forward to support the transition of its government-owned, government-operated, service-specific network to the Joint Information Environment.
- The MCEN-UP unifies and synchronizes all MCEN lines of effort to ensure the Marine Corps' ability to securely and rapidly deliver a robust and seamless information environment for both its warfighting and business missions.

POINT OF CONTACT/SOURCING

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

MARINE CORPS EXECUTIVE FORUM

QUOTE

“The forum has proven to be a successful program that has served to build relationships and strengthen the bond between the Marine Corps and America’s civilian leaders. As a part of our community relations efforts, we strive to boost the public’s awareness of the unique elements and contributions of the Marine Corps through direct interaction with Marines, Sailors and their families.”

– **Gen. James F. Amos, Commandant of the Marine Corps**

BACKGROUND

The Marine Corps Executive Forum was created by the Commandant of the Marine Corps to strengthen the connection between America's Marines and civilian leaders of businesses, organizations, academia, and faith-based groups in communities large and small throughout the country. Since 2006, the program has exposed civilian leaders from across the United States to the Corps' operational capabilities, current programs, and future initiatives.

During the program, participants are treated as Marines, learning the power of the individual Marine - an honorable and courageous professional warrior, committed to serving the Nation and its citizens. A typical day during the National Capital Region forum might include a tour of the Pentagon, a visit to the Crossroads of the Marine Corps – Marine Corps Base Quantico, VA – where they're exposed to Marine Corps aviation, weapons systems, martial-arts demonstrations, and an evening parade at the House of the Commandant, featuring the famed Silent Drill Platoon.

As part of the program, participants also have an opportunity to partake in an open discussion with Marine Corps leadership on Corps' key issues and priorities. The program is limited to 25 participants or less to ensure a more personal experience with the Marines.

2014 Program Dates

National Capital Region (Washington, DC and Quantico, VA)

- 13 June
- 27 June
- 18 July
- 22 Aug

San Diego, CA (Camp Pendleton)

- 8-9 May

QUESTIONS AND ANSWERS

How can a person participate?

To be considered for the program, participants must meet certain eligibility requirements. Additionally, participants must be nominated or submit an application for consideration.

MARINE CORPS EXECUTIVE FORUM (CONT'D)

Program participants must meet the following eligibility requirements to be considered:

- Be a citizen of the United States
- Business/civic leader or industry expert
- In good health and able to stand up for 30 minutes at a time over a 12-16 hour day
- Able to financially afford transportation and lodging costs associated with traveling to and from the program location
- Have the permission and support of his/her employer for participation

Participants cannot:

- Be employees or retirees of the Department of Defense, military or civilian services
- Have served in the military in either an active duty or reserve capacity within the last 10 years
- Have extensive knowledge of the Marine Corps
- Work for or be affiliated with a Department of Defense contract
- Be associated with the media unless working in a business operations or management capacity
- Have attended a service academy or military graduate course

How long is the program?

In the National Capital Region, the program occurs over one day. In San Diego, the forum is held over two days.

How much does the program cost?

The program itself is free. However, participants are financially responsible for their transportation and lodging costs associated with traveling to and from the program location.

Since the program is only one day, will hotel accommodations be necessary?

The program is only one day in length, but it starts at 6 a.m. and ends at 11 p.m. Participants traveling from outside the National Capital Region may require a one or two night stay at a hotel, dependent upon their travel arrangements. The Marine Corps will coordinate room reservations to ensure participants are in the same hotel, as this also serves as the start and end point for the day.

Will transportation be provided during the program?

On the day of the program all transportation is handled by the Marine Corps.

How physically demanding is the program?

Participants must be able to stand up for 30 minutes at a time over a 12- to 16-hour day.

What is the dress code for this program?

Dress comfortably as if you were on a camping trip. This includes jeans or khakis, short sleeve shirts, and closed-toe, comfortable shoes such as sneakers. Guests are asked to bring a change of business attire clothes for the evening portion, and will be given appropriate time to change over. Also, remember to bring sunglasses, lip balm, sunscreen, medications, and any other items you may need throughout the day.

Is there an inclement weather policy?

The program takes place rain or shine.

MARINE CORPS EXECUTIVE FORUM (CONT'D)**Will I need a security clearance to participate?**

Participants do not need a security clearance, but two (2) forms of un-expired Government-issued ID such as a driver's license, passport and/or social security card, will be required for entry into buildings. Without two (2) forms of ID, you will be unable to participate in the program because of the secure nature of the facilities.

Can I take photos?

Participants may bring a camera and take pictures throughout the day, with the exception of certain buildings, due to security protocol. Each program is also staffed by a Marine Corps Combat Camera photographer to obtain photos, and participants will receive electronic copies following the program.

LINK

- <http://community.marines.mil/community/Pages/MarineCorpsExecutiveForum.aspx>

POINTS OF CONTACT

- Naomi Dorren, 703.614.1034, Naomi.dorren@usmc.mil
- HQMC COMREL, 703.614.1034, hqmc.comrel@usmc.mil

MARINE CORPS FORCE INTEGRATION PLAN (MCFIP)

BACKGROUND

In January 2013, the Secretary of Defense rescinded the 1994 Direct Ground Combat and Assignment Rule which restricted women from assignment to 'units whose primary mission is to engage in direct combat on the ground,' and directed each of the services to open all military occupational specialties and units to females by Jan. 1, 2016. The Marine Corps continues to take a deliberate, measured and responsible approach to assess the units, occupational fields and specific military occupational specialties that are closed to our female Marines with the goal of opening units and billets to the maximum extent possible while maintaining our high combat readiness.

KEY THEMES AND MESSAGES

Deliberate, Measured and Responsible

Deliberate: The Marine Corps is conducting a thoughtful, intentional, and careful process of planning, analysis, and assessment in order to provide the opportunity for each Marine to realize his or her potential while increasing operational capability across the range of military operations.

Measured: We are using the time afforded by the Secretary of Defense to take a systematic approach to integrating women into combat arms specialties by research, assessment and validation of current occupational standards.

Responsible: We must continue to field America's crisis response force that is ready to fight and win for this nation on short notice, in the most difficult, uncertain and brutal circumstances of combat.

(CMC) It is my personal responsibility to balance maintaining capability across the range of the Marine Corps' operations with the health, well-being and careers of our nation's sons and daughters. As you know, our female Marines aren't looking for us to change or lower our standards; they just want equitable opportunities.

Maintaining Standards

We must maintain the highest standards for all Marines to enable them to excel in any mission across the range of military operations. We tested the most physically demanding tasks associated with core skills related to combat arms jobs and correlated them to current fitness measurements (i.e. pull-up, ammo can lift) to develop gender neutral screening criteria that would provide reasonable assurance of officers and enlisted Marines meeting the physical demands to serve in a combat arms military occupational specialty.

We have the opportunity to assess the standards we have in place against twelve years of combat experience. We will not lower our standards; it would be a disservice to the nation and detrimental to our national security.

The Marine Corps does not succeed as the nation's crisis response force by being average; we must maintain high standards while providing equitable opportunity for a viable career path for all Marines.

Maintaining Combat Readiness

We will ensure the highest levels of combat readiness by establishing and maintaining rigorous standards, enhance our warfighting capabilities, realize the potential of every Marine and maintain the faith of the American people in their Marine Corps.

As our Corps moves forward with this process, our focus will remain on combat readiness and generating combat-ready units while simultaneously allowing each Marine the opportunity to succeed; it's simply the right thing to do. Our ongoing deliberate, measured and responsible approach will integrate female Marines in the ground combat element to the maximum extent possible.

This is not a question as to how well our female Marines have performed in combat; their records and personal decorations speak to their superb performance over the last 13 years of war. This is a matter of allowing every Marine the opportunity to compete, based on their ability to meet gender neutral occupational standards required of the occupational specialty.

Questions and Answers

If queried or preparing your commander for a media engagement, please contact HQMC Media Section who can provide you with a comprehensive communication strategy that outlines the four new measures and associated questions and answers.

POINT OF CONTACT/SOURCING

- Capt Maureen Krebs, HQMC Media Officer/MCFIP PAO, 703-614-4309, maureen.krebs@usmc.mil

MEU TRACKER

11th MEU

The 11th MEU composited Jan. 6 and is conducting pre-deployment training in preparation for a deployment in summer 2014. Partnered with Amphibious Squadron 5, the MEU will embark upon USS Makin Island, USS San Diego, and USS Comstock.

- Commanding Officer: Col Matthew G. Trollinger
- Units: BLT 2/1, VMM-163 (REIN), CLB-11
- Deployment Dates: Summer 2014 - Spring 2015
- PAO: Capt. Joshua S. Diddams, joshua.diddams@usmc.mil
- Web: <http://www.11thmeu.marines.mil/>
- Facebook: <http://www.facebook.com/11thmeu>
- Photos/Video: <http://www.dvidshub.net/unit/11meu>

13th MEU

The 13th MEU departed earlier this year with the Boxer Amphibious Ready Group for its scheduled deployment throughout the Pacific theater. The 13th MEU recently completed a robust pre-deploying training package in preparation for its WESTPAC 13-2 deployment. In October of 2012, the 13th MEU participated in Fleet week in San Francisco and in Jan-Feb 2014 supported Exercise Iron Fist 2013, a bilateral training exercise designed to strengthen relationships with partner nations.

- Commanding Officer: Col C.D. Taylor
- Units: BLT 1/4, VMM-166 (REIN), CLB-13
- Deployment Dates: Aug. 2013 – Mar 2014
- PAO: Capt Ted Vickers esteban.vickers@usmc.mil
- Web: www.13thmeu.marines.mil
- Facebook: www.facebook.com/13thMarineExpeditionaryUnit
- Photos/Video: www.dvidshub.net/unit/13MEU

MEU TRACKER (CONT'D)**22nd MEU**

The 22nd MEU deployed Feb. 8, 2014, with the Bataan Amphibious Ready Group aboard the USS Bataan (LHD 5), USS Mesa Verde (LPD 19), and USS Gunston Hall (LSD 44). While in the U.S. 6th Fleet area of operations, the 22nd MEU completed exercises with forces from Spain, Portugal, Greece and Israel. The MEU is currently deployed to the U.S. 5th Fleet area of responsibility, where it is conducting theater security cooperation exercises with allied and partner nations. The MEU recently completed a bilateral exercise in Djibouti with the French 5th Combined Arms Regiment Overseas.

- Commanding Officer: Col William R. Dunn
- Units: BLT 1/6, VMM-263 (REIN), CLB-22
- Deployment Dates: Feb. 2014 – Oct. 2014
- PAO: Capt. Stewart M. Coles, stewart.coles@bataan.usmc.mil
- Web: <http://www.22ndmeu.marines.mil/>
- Facebook: <http://www.facebook.com/22ndmeu>
- Photos/Video: <http://www.dvidshub.net/unit/22meu>

31st MEU

In early June, Col. Romin Dasmalchi assumed command of the 31st MEU, with Sgt. Maj. James Roberts joining as the MEU Sergeant Major. Battalion Landing Team 3rd Bn., 5th Marines became the Ground Combat Element, while VMM-262 (REIN) with VMA-542 (-) became the Aviation Combat Element. Additionally, Combat Logistics Battalion-31 conducted a change of command ceremony where Lt. Col. Eric Malinowski assumed command from Lt. Col. Omar Randall. The 31st MEU will conduct pre-deployment training exercises starting in June and continuing through August, including MEUEX I&II, in preparation for the regularly scheduled Fall Patrol 14.2.

- Commanding Officer: Col. Romin Dasmalchi
- Units: BLT 3/5, VMM-262 (REIN), VMA-542, CLB-31
- The 31st MEU is the only continually forward-deployed MEU and remains the Marine Corps' force-in readiness in the Asia-Pacific region.
- PAO: Capt Garron Garn, garron.garn@usmc.mil
- Web: www.31stmeu.marines.mil

MEU TRACKER (CONT'D)

- 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 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.

The Marine Expeditionary Unit (MEU) is the smallest of the MAGTFs and comprises about 2,200 Marines and Sailors. Its 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 comprises 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.

MEU TRACKER (CONT'D)

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

MARINE ROTATIONAL FORCE-DARWIN

QUOTE

“Our alliance with Australia anchors peace and stability in the region. ... USPACOM is working closely with the Australian Defence Staff to advance U.S. force posture initiatives including the Marine Rotational Forces in Darwin and dispersed rotational U.S. Air Force capabilities at Royal Australian Air Force bases. Increased rotational presence in Australia with a more robust bilateral training and exercise program continues to enhance U.S.-Australia interoperability and regional stability.”

- **Adm. Samuel J. Locklear III, PACOM Commander, Before the House Armed Services Committee on U.S. Pacific Command Posture, Mar. 5, 2014**

BACKGROUND

In November of 2011, U.S. President Barack Obama and former Australian Prime Minister Julia Gillard announced the deployment of U.S. Marines to Darwin and Northern Australia, for approximately six months at a time, where they will conduct exercises and training on a rotational basis with the Australian Defence Force. The first two deployments consisted of approximately 200 Marines each and occurred in 2012 and 2013. This year's deployment consists of approximately a 1,150 member Marine Air-Ground Task Force (MAGTF). The Ground Combat Element (GCE) consists of approximately 1,000 Marines from 1st Battalion, 5th Marine Regiment, based out of Camp Pendleton, Calif. The Aviation Combat Element (ACE) and logistic enablers, approximately 150 personnel made up of Hawaii-based Marines.

KEY MESSAGES

- MRF-D is a cost-effective way to expose U.S.-based Marine units to various training environments while maintaining readiness and military partnerships with the Australian Defence Force and regional partners throughout Southeast Asia.
- MRF-D exercises the interoperability and combined capability of a Marine Air Ground Task Force (MAGTF) and our Australian allies. Military relationships between the United States and our partner nations are critical to maintaining balance and stability across the globe.
- United States' vital interests are best served by having forward-positioned maritime forces around the globe, postured to prevent conflicts, and committed to the overall cooperative security in the region.
- This deployment demonstrates how the Marine Air Ground Task Force (MAGTF) is well-suited to carry out national objectives in cooperation with our international partners.

TALKING POINTS

- The rotational deployment of U.S. Marines affords an unprecedented combined training opportunity with our Australian allies and improves interoperability between our forces.
- Having a rotational Marine Corps deployment to Darwin is a tangible demonstration of the United States' sustained commitment to the U.S. -Australia alliance and to the Asia-Pacific region and will enhance regional security cooperation activities, disaster relief response capabilities, and the ability to respond to various crises throughout the region due to proximity.

MARINE ROTATIONAL FORCE-DARWIN (CON'T)

- Marine community engagements in the Northern Territory are intended to add depth to our relationship with Australia. Beyond purely military training, we greatly appreciate Australia's hospitality and believe we have much to learn, and much to share, with our gracious hosts.
- This rotational deployment (conducted during the dry season) reflects cooperation to promote global and regional peace and prosperity. The U.S. Marine Corps and the Australian Defence Forces are committed to continuing our tradition of more than 100 years of global partnerships and security cooperation between Australia and the United States of America. U.S. military-ADF relations date back to the early 20th century and we have been coalition partners in every significant conflict throughout the world, including World Wars I and II, Korea, Vietnam, Iraq and Afghanistan.

POINT OF CONTACT/SOURCING

- 1st Lt Jeremy Alexander, MRF-D PAO, COM: +61 (0) 8 8925 2323 , cell: 011 0428801039 , email: <mailto:jeremy.alexander1@defence.gov.au>
- MARFORPAC PA Deputy Director: Chuck Little, DSN 315-477-8309, cell (808) 673-8921, email: chuck.little@usmc.mil

MARINE CORPS INFORMATION TECHNOLOGY CENTER

BACKGROUND

The Marine Corps Information Technology Center (MCITC) was established in 2007 in Kansas City to support the Marine Corps Enterprise IT Services (MCEITS) Program of Record and support the Office of Management and Budget's Federal Data Center Consolidation (OMB FDCC). The MCITC consolidates significant parts of the Marine Corps' enterprise-level IT capability under one roof, enabling a more efficient and responsive use of resources.

The MCITC is comprised of hardware platforms to host enterprise systems and associated software sustainment capabilities, as well as enterprise-level IT personnel support.

TALKING POINTS

- The MCITC provides the Marine Corps an enterprise-level IT capability, aligns the Marine Corps with the Joint Information Environment (JIE) and ensures maximum IT efficiency and operational flexibility.
- Supports JIE and OMB FDCC Initiative to: reduce hardware, software, and operations costs; shift IT investments to more efficient computing platforms; reduce overall energy usage and real estate footprint; and increase the IT security posture.
- A government-owned, government-operated and contractor-supported construct, MCITC currently supports more than 62,000 Marine Corps users with enterprise IT services.
- The MCITC currently houses 23 applications, with 17 more scheduled for entry by the end of the current FY. This includes systems and applications for: Marine Corps Systems Command; Global Combat Service Support – Marine Corps; Marine Corps Network Operations Service Center; and Headquarters United States Marine Corps (HQMC) Programs and Resources, Manpower and Reserve Affairs, and Marine Corps Installations Command.
- All MCITC tenants report operationally to their respective supporting commands. HQMC Command, Control, Communications and Computers (C4) provides daily oversight of the facility, and Marine Corps Installations Command oversees real estate and leasing activities.
- The MCITC has achieved an Excellent rating for Traditional and Physical Security by the Defense Information Systems Agency (DISA).
- The U.S. Navy has chosen the MCITC to host their Continuity of Operations Data Center as part of their Data Center and Application Optimization plan.

POINT OF CONTACT/SOURCING

- HQMC PA, 703-614-4309, ontherecord@usmc.mil

MARINE WEEK SEATTLE

BACKGROUND

Marine Week Seattle, to be held 26 July- 3 Aug in Seattle, Wash., is the Commandant of the Marine Corps' premier community relations event. The mission of Marine Week is to partner with an American city and engage diverse audiences in public events to enhance the Corps' relationship with the American people and to inform the public of the Marine Corps as America's Expeditionary Force in Readiness. A celebration of community, country and Corps, Marine Week permits for the honorable recognition of the contributions of Marines and provides the American people an opportunity to interact firsthand with their Marine Corps.

Marine Week debuted in 2009 in Chicago, followed by Marine Week Boston, Marine Week St. Louis, and Marine Week Cleveland. It is held annually in a city that does not have a significant Marine Corps presence to connect the greatest number of Americans with Marines. Marine Week Seattle was scheduled to be held in summer 2013. However, the Budget Control Act caused the cancellation of community outreach programs across the Department of Defense (DOD), to include Marine Week. Because of the support of the city of Seattle, the Marine Corps has returned to hold Marine Week 2014 in conjunction with Seafair, Seattle's annual summer festival and the U.S. Navy's Fleet Week.

Community and public outreach is a crucial DOD activity that reinforces trust and confidence in the United States Military and in its most important asset—people. While a return to pre-sequester outreach spending is not viable, Marine Week Seattle is part of the plan approved by the Secretary of Defense that supports DOD's strategic priorities while acknowledging today's fiscal constraints.

THEMES

Marine Week is a celebration of Community, Country and Corps.

Community: An opportunity to commemorate the unwavering support of a local community, and show the Marine Corps' continued dedication to our country.

- Marine Week celebrates the contributions of local Marine heroes whose service to our nation has protected and preserved our way of life for hundreds of years.

Country: Diverse backgrounds, unique experiences, and personal thoughts and ideas meld together to make the Corps a reflection of America.

- 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.

Corps: Share the Corps' rich history, traditions, and significance of being America's Expeditionary Force in Readiness.

- Marine Week provides an unprecedented opportunity to increase public awareness of the Marine Corps' value to our nation's defense; and, preserve and mature the Corps' relationship with this community.
- Marine Week is an opportunity for Americans to meet the men and women of the Marine Corps and learn about its history, traditions and value to the nation.

MARINE WEEK SEATTLE (CONT'D)

MESSAGES

[America's Marine] Marines are honorable and courageous warriors.

Supporting points for this message can include a few of the following:

- Marines are an example of moral courage and always faithful to our proud legacy and the Nation we serve.
- Marines are strengthened through years of combat and committed to upholding the highest standards that have defined us as America's Expeditionary Force in Readiness—a balanced air-ground logistics team.

[Today's Crises] The Marine Corps is the premier maritime crisis response force.

Supporting points for this message can include a few of the following:

- The Marine Corps is a lean and capable force always ready to respond to today's crises.
- Marines are America's insurance policy, always ready when the Nation is least ready.

[Tomorrow's Corps] The Marine Corps protects and secures America's interests at a cost America can afford.

Supporting points for this message can include a few of the following:

- The Marine Corps is globally responsive and consistently ready to meet tomorrow's threats.
- The Marine Corps will continue to invest in Marines as they are the foundation of our capability.

Q&A

Q1. How does the Marine Corps select a city as a location for Marine Week?

A1. Many criteria are factored into the decision making process to choose a city as a site location for Marine Week. Cities are evaluated against criterion, including, but not limited to, knowledge and perceptions of the Marine Corps, population size, local transportation, and proximity to reserve units. The Corps' overall goal is to bring Marine Week to cities not generally exposed to the Marine Corps on a regular basis.

Q2: How many Marines are expected to be in Seattle for Marine Week?

A2: About 500+ Marines will participate in Marine Week Seattle. The majority of Marines will be traveling from San Diego and Washington, D.C. to provide support for this premier community engagement event.

Q3: What can the people of Seattle and surrounding areas expect to see during Marine Week?

A3: People will have an opportunity to climb aboard state-of-the-art aircraft and ground equipment and check out the latest military technology and combat weaponry, all while taking in the sights and sounds of the Marine Corps Band. Marines will be throughout the community supporting community service projects, including neighborhood clean-ups, and hospital visits. At Seafair, people can expect to see a simulated full-scale combat demonstration, as the Marines highlight their unique capabilities to fight our country's battles in the air, on land and at sea over Lake Washington.

Q4: Is Marine Week nothing more than a big recruiting drive?

A4: Marine Week is not a recruiting effort. Marine Week is an effort to directly connect Americans with their Marine Corps and to recognize the contributions of Marines

MARINE WEEK SEATTLE (CONT'D)**Q5: How much does Marine Week Seattle cost?**

Q5: As with any event, Marine Week does have a cost. In planning Marine Week Seattle, we took into consideration today's fiscal constraints, and adopted a new operating model to reduce costs. To further reduce the financial impact on the city of Seattle and the Corps, we have teamed up with Seafair. We have and continue to believe that Marine Week is a wise investment as it is a rare opportunity to directly connect the American public with their Marine Corps.

WEBSITE AND SOCIAL MEDIA FOR MORE INFORMATION

<http://www.marines.mil/marineweek>

<https://www.facebook.com/corpsconnection>

https://twitter.com/Corps_Connect

POINTS OF CONTACT

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- Ms. Naomi Dorren, HQMC PA, Naomi.dorren@usmc.mil and 703.692.4308

MCCS NAF TRANSFORMATION

BACKGROUND

We've all heard the news; the reality is that budgets are shrinking and the Department of Defense is no exception. Within the Marine Corps, the Commandant has emphasized the importance of maintaining high levels of readiness. In a video addressed to Marines and Sailors last year, General Amos said we're continuing to work to make sure that "when the klaxon sounds and the President and the Secretary of Defense say 'Send in the Marines' we're ready." He also warned that to preserve readiness, there needs to be fundamental shift in thinking, "this is no time to do business as usual." He encouraged every Marine to contribute, "this is going to require all of us to take a different perspective on your piece of the Marine Corps and it's going to require all of us to look at how we sacrifice for the good of the institution."

The Semper Fit and Exchange Services Division (HQMC MR) has responded to this "call for action" and through collaborative planning is committed to identifying and increasing efficiencies in all non-appropriated fund (NAF) revenue-generating business activities and common back-office support functions. This mindset is engrained in a culture of transformation and enduring commitment to maintain relevance to the broader Marine Corps mission and to always keep faith with our Marines and Families.

How do we keep faith in the wake of fiscal uncertainties? In today's fiscally constrained resource environment, strategies have been implemented to protect the most valued and prioritized programs that fall under the purview of HQMC MR, such as the Marine Corps Fitness and Health Promotion capabilities, while taking acceptable risks in lower priority programs, such as basic leisure and recreation capabilities found across the spectrum of community support.

To help mitigate growing fiscal pressures, HQMC MR embarked on an initiative over a year ago to look across all NAF business and revenue-generating programs and common NAF back-office support functions to find efficiencies and better ways of doing business.

Until recently, efforts have focused on select programs and back-office support functions, but Marine Corps leadership has directed that this initiative be expanded to encompass the **full portfolio** of programs and support functions in order to realize full efficiency potential. More specifically, Marine Corps leadership directed that implementation plans be developed to consolidate (i.e., enterprise, region, etc.) or outsource NAF business operations and back-office support functions and to develop an institutional and appropriately balanced NAF budgeting and resource allocation process to help facilitate an equitable delivery of programs and services across all installations.

Under the auspices of the Marine Corps Community Services (MCCS) Board of Directors (BOD), this initiative will be led by the CG, MCI East, in his capacity as the Chair of the MCCS Budget Oversight Committee (BOC) of the MCCS BOD, and the Director, MR. This initiative will require significant organizational change and will be conducted in a phased approach involving HQMC and installation program managers.

What does this mean? Marine Corps leadership is committed to reorganize for efficiencies and best practices in order to continue to adapt and excel in an increasingly restrictive economic environment and enhance our overall capability. The transition from decentralized business management to institutional-level management and decision-making will involve increased leadership involvement and prioritization and will enable the Marine Corps to provide consistent levels of NAF business programs and services across all installations.

MCCS NAF TRANSFORMATION (CONT'D)

Through collaborative planning, innovative solutions will be explored. Options could include one or more of the following, or a combination:

- Direct operation of programs (owned and operated by USMC)
- Provide programs and common back-office support functions through partnerships with industry and communities (Explore outsourcing of select programs and support functions)
- Bundle and consolidate, which could be accomplished either regionally or centrally
- Evaluate fee structures and operating procedures in order to improve and sustain valued programs and services.
- Hybrid option of all the above

TALKING POINTS

- The Marine Corps continues its commitment to keep faith with our Marines and families.
- In order to continue to adapt and excel in an increasingly restrictive economic environment and enhance overall capability, Marine Corps leadership has recognized the need to reorganize non-appropriated fund (NAF) revenue-generating business activities and common back-office support functions for efficiencies and best practices.
- The transition from decentralized business management to institutional-level management and decision-making will require increased leadership involvement and prioritization.
- In addition, the transition will enable the Marine Corps to provide consistent levels of NAF business programs and services across the Marine Corps.

Q&A

Q1: Why are these changes necessary?

A1: These changes are necessary for several reasons. Reductions in appropriated fund (APF) support and revenue-generating constraints demand institutional-level planning and resourcing decisions to ensure proper balance across all installations. Today, large installations with robust revenue-generating capability and cash balances flourish, while small and remote and isolated installations struggle to survive. Also, the decentralized execution of non-appropriated funds (NAF) business operations and common NAF back-office support functions is contrary to best business practices and unsustainable. Consolidating these business operations and support functions, with the continuing governance of the MCCS BOD, will allow the Marine Corps to sustain highly valued programs and services during a period of fiscal uncertainty.

Q2: What are the impacts to Marines and their families?

A2: The priority of the transformation effort remains to improve and sustain valued programs and services to Marines and their families in an equitable manner across the Marine Corps. These programs are not immune to budget reductions. Although there will be changes, we are committed to taking a Marine Corps-wide approach and developing Marine Corps-wide solutions.

Because of budget uncertainties, as we move forward, we must brace for hard times and difficult decisions. Just as we will see impacts in Marine Corps operational and readiness capabilities, we will also see impacts in business, leisure and recreation capabilities. Fortunately, back-office efficiencies should be transparent to Marines and families.

MCCS NAF TRANSFORMATION (CONT'D)

Below is a list of functions that are subject to review. Predominate focus is in the back-office functions, and within the Category B and C programs.

NAF Back-Office Functions (Being Reviewed for Efficiencies)

- Administration
- Construction
- Finance
- Human Resources
- Information Technology
- Maintenance
- Marketing
- Procurement
- Training

Category A- Mission Sustaining Programs (Protected Programs)

- Physical fitness
- Aquatic training
- On-installation parks and picnic areas
- Sports and Athletics (self -directed, unit-level, intramural)
- Recreation Centers (military personnel)
- Single Marine Program

Category B- Basic Community Support Programs (Being Reviewed for Efficiencies)

- Youth Sports programs
- Community programs
- Recreation centers (military and families)
- Cable/Community TV
- Information/Tickets/Tours/Travel Services
- Recreational swimming
- Directed outdoor recreation
- Outdoor recreation equipment checkout
- Boating program (checkout and lessons)
- Camping (primitive and/or tents)
- Riding stables, Government-owned or leased
- Performing arts (music, drama, and theater)
- Arts and crafts skill development
- Automotive skill development
- Bowling (16 lanes or less)
- Sports programs (above intramural level, representing installation or higher level command; sanctioned by Armed Forces Sports Council)

MCCS NAF TRANSFORMATION (CONT'D)

Category C- Revenue Generating Programs (Being Reviewed for Efficiencies)

- Military clubs (membership and non-membership)
- Food, beverage, and entertainment programs
- Permanent Change of Station lodging/ Temporary Lodging Facilities
- Recreational lodging
- Armed Forces Recreation Centers
- Rod and gun program
- Scuba and diving program
- Horseback riding
- Resale programs
- Amusement and recreation machines and/or gaming
- Bowling (over 16 lanes)
- Golf
- Marinas (resale or private berthing)
- Equipment Rental (other than outdoor rec equipment)
- Base theater film program
- Vehicle Storage
- The Marine Corps Exchange and other retail programs

Q3: What are potential impacts to Employees?

A3: Efficiencies can only be realized through process improvements and related labor savings. Every transformation initiative will be supported by detailed implementation plans and thoughtfully developed with our employees in mind. Where possible, efforts will be made to accomplish workforce changes resulting from this transformation through attrition. However, reductions through Business Based Actions (BBAs) may be necessary to achieve the required savings. We will accomplish workforce changes collaboratively with local leadership and will work through NAF bargaining units/unions, where required.

Workforce reductions and associated labor savings in one area may result in job opportunities in others. We will get to the details through implementation plans and communicate quickly and often. Again, our ultimate goal is to improve and sustain valued programs and services to Marines and their families in an equitable manner across the Marine Corps in this fiscally constrained environment.

Another benefit of transformation will be the development of standard staffing models and organizational reporting structures that will facilitate professional development, career paths, and upward mobility opportunities that do not exist today.

Q4: What are some examples of potential impacts to programs?

A4: Several courses of action are being reviewed for each program and vary depending on the specific program. For example, the decision could be made to continue operating a specific business/program internally (within the Marine Corps), or it could make sense to have someone from industry or the community do it for us. What matters is that Marines and families still receive quality, relevant and valued services. Because of the resource challenges, there may be instances where we may have to implement or increase fees in order to continue to provide valued services. This is a preferred course of action before eliminating the program. There may also be instances where programs and service are consolidated or re-purposed for efficiencies and better service delivery.

MCCS NAF TRANSFORMATION (CONT'D)

Q5: Will this be a cookie-cutter/one-size-fits-all solution?

A5: No. Careful consideration is being given to recognize geographic and demographic distinctions. We are mindful of the unique differences at our OCONUS installations, like Okinawa and Iwakuni, and also at our small and remote and isolated installations. Consideration must also be given to the availability of programs and services in the local communities when determining the need for installation centric services. We also know Marines and families relocate frequently. Programs and services provided at a small installation should be at the same standard and of the same quality as those provided at a large installation.

At the end of the day, if there is a need or demand for a valued and relevant service, we are committed to providing it equitably through standards and best practices.

Q6: What does it mean when we hear about “level-setting” resources to help ensure an equitable delivery of services?

A6: Right now, the revenue that an installation generates locally is mainly retained locally and used for local priorities. As you can imagine, large installations (like Camp Pendleton, Camp Lejeune, and Okinawa) have robust revenue-generating capabilities while smaller and remote and isolated installations do not. In these times of fiscal challenges, a small installation can be significantly impacted by budget reductions, whereas a large installation can mitigate the impacts with locally-retained revenue. We call this an environment of “haves” and “have nots.”

Marine Corps leadership is looking at ways to manage NAF resources as an institutional asset and to allocate them (“level-set”) to eliminate the “haves” and “have nots.” This new process will be developed through the MCCS Budget Oversight Committee and approved by the MCCS Board of Directors. Program managers will be incentivized through performance plans to generate revenue and execute effective initiatives for the betterment of the Corps, and performance will be monitored and recognized.

Q7: How does my command have a voice in these matters?

A7: Operating force and installation commanders have a heavy influence and oversight responsibility of these transformation efforts. Commanders will continue to use the governance structure of the MCCS Board of Directors (BOD) and its Committees (Construction, Budget Oversight, and Information Technology) to elevate issues to Marine Corps leadership. Commanders speak on behalf of Marines and families through their advocacy and representation in MCCS governance.

Existing Transformation Working Groups (TWGs) are comprised of both HQ and installation representatives. Additional TWGs will stand-up per Marine Corps leadership’s direction to expand the transformation initiative to encompass the full portfolio of NAF business/revenue-generating programs and common NAF back-office support functions.

We are expanding this representation based on feedback from Marine Corps leadership.

In this process, we are also committed to capturing the valued input from our families. This will come in the form of focus groups and other events, such as Town Hall meetings.

POINT OF CONTACT/SOURCING

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I MEF LARGE SCALE EXERCISE 2014

"After 12 years of war, the Marine Corps is making the MEB a showcase of what the Marine crisis response capabilities can do." -- Lt. Gen. Toolan, I MEF CG

BACKGROUND

As the Marine Corps main effort in force development, the Marine Expeditionary Brigade will conduct planning and exercise command and control (C2) of forces conducting steady-state activities, responding to crises or contingencies, and forcible entry operations. The MEB will be organized and equipped to exercise command and control of joint and multi-national task forces, enable the MEF for larger JTF operations, or integrate with the Navy for the conduct of amphibious operations. MEB development will include establishing JTF-capable MEB CEs that are regionally focused to meet GCCs needs. Another characteristic is the ability to composite forward and merge rapidly deploying Marine Corps forces into a cohesive, agile force scaled to the mission. This will make the MEBs the centerpiece of an expeditionary force in readiness prepared for immediate, effective employment in any type of crisis or conflict.

I MEF has a global response focus and is oriented on PACOM and U.S. Central Command, 1st MEB will orient on the CENTCOM Area of Responsibility and will support Global Response Force requirements. At Camp Lejeune, North Carolina, the standing 2d MEB CE will regionally orient on U.S. Africa Command and U.S. European Command and also support the GRF. Established under III MEF, 3d MEB is a standing command element regionally oriented on PACOM. The development of the MEB, as articulated in the MEB concept of operations, will include light, medium and heavy options to provide a scalable and responsive force capable of executing operations across the range of military operations in support of Geographic Combatant Commanders requirements.⁴

STATEMENT

CAMP PENDLETON, California – "Marines and Sailors of the 1st Marine Expeditionary Brigade and forces from the 5 Canadian Mechanized Brigade Group will participate in this year's large scale exercise, August 4-14, 2014. Training will be focused on contingency operations that will test the ability of the MAGTF to conduct shaping, fires, and maneuver operations. The outcome of this training will result in 1st MEB staff enhancing their ability to conduct C2 operations. LSE-14 provides the 1st Marine Expeditionary Brigade with the opportunity to work with Canadian forces in a joint operations capacity."

TALKING POINTS / Q&As:

TP1. The 1st Marine Expeditionary Brigade is equipped to deploy forces in support of conventional combat operations and crisis response. LSE-14 provides the opportunity for 1st MEB to take an extensive look operating in a joint environment and in the time of crisis whenever and wherever needed throughout the world.

TP2. On large and small scale, Marines and Sailors remain ready to respond to a broad spectrum of challenges in the world and threats to our homeland, our citizens, our interests and our allies.

⁴ Expeditionary Force 21, pg. 13, 4 March 2014.

I MEF LARGE SCALE EXERCISE 2014 (CONT'D)

Q1. *What is the purpose of this exercise?*

A1. Brigade-level tactical decision making and training is the focus of LSE-14, which tests the ability of 1st MEB staff and major subordinate units to adjust to challenging scenarios, while executing an array of missions.

Q2: *Where will LSE-14 be conducted?*

A2: LSE-14 is the Marine Corps' premier large scale exercise of 2014 and will be conducted at Marine Corps Air Ground Combat Center, Twenty-nine Palms, Calif. This exercise provides Marines from the 1st MEB headquarters element with an austere operational environment along with a chance to exercise command and control of a Marine Air Ground Task Force.

ADDITIONAL SOURCES

- 1st Marine Expeditionary Brigade: <http://www.imef.marines.mil/Units/1stMEB.aspx>
- Expeditionary Force 21: <http://www.mccdc.marines.mil/ef21>

POINT OF CONTACT

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II MEF HEADQUARTERS

BACKGROUND

To meet recent budget-driven force structure and headquarters reduction requirements, the CMC considered the elimination of the three-star II Marine Expeditionary Force headquarters, located in Camp Lejeune, NC, and merging it with Marine Corps Forces Command headquarters in Norfolk, VA. Due to operational requirements, however, this was ultimately deemed unfeasible.

Instead, in keeping with the SECDEF's guidance, the CMC directed II MEF headquarters to be reduced to a two-star command, maintained at Camp Lejeune, and reduced in size in keeping with the fiscal realities shaping our operating forces.

The 2nd Marine Expeditionary Brigade headquarters will be permanently established at Camp Lejeune, NC, as a stand-alone, Joint Task Force-assessed warfighting headquarters under the operational control of II MEF, with the ability to rapidly deploy and meet the operational requirements of our current and future security environment. 2nd MEB is expected to be fully operationally capable in 2015.

TALKING POINTS / Q&As:

TP1. *We are reducing one of our three three-star Marine Expeditionary Force headquarters (one-third, or 33%, of our largest operational headquarters) to a two-star command in order to meet the Secretary of Defense's intent to reduce headquarters staffs.*

TP2. *Due to operational necessity, II MEF will remain a stand-alone command, located at Camp Lejeune, NC, under the operational control of MARFORCOM. The command element staff will be reduced in size in keeping with current fiscal realities and force structure plans.*

TP3. *Personnel reductions will be made in a measured and responsible way to maintain a capable and effective warfighting command.*

TP4. *The 2nd Marine Expeditionary Brigade command element is a standing MEB headquarters permanently established at Camp Lejeune, NC, with the ability to rapidly deploy and meet the operational requirements of our current and future security environment.*

TP5. *This effort is a major shift in organizational design as we become a leaner force centered on the Marine Expeditionary Brigade.*

Q1. *What operational requirements led to the decision that the move from Lejeune was unfeasible?*

A1. *Span of control requirements led to the decision to retain a II MEF HQ at Camp Lejeune. CMC did not want to assume risk in the continued proper execution of Marine Forces Command and II MEF responsibilities by adding the responsibilities of MEF command to those already executed in Norfolk.*

Q2. *Originally it was said that the consolidation of II MEF at Norfolk was expected to be a significant cost reduction for the Marine Corps and was a part of the overall plan to reduce spending. How does the decision to keep an HQ at Camp Lejeune affect these costs?*

A2. *The USMC has already initiated HQ cuts as directed in the 2013 Strategic Choices Management Review and will continue to cut HQ personnel in compliance with Secretary of Defense intent.*

II MEF HEADQUARTERS (CONT'D)

Although II MEF is now retained, the MEF HQ will still be cut 36% in addition to cuts to other senior headquarters in the Marine Corps.

Q3. *Did lobbying from regional interests play any part in the decision to keep the HQ aboard Lejeune?*

A3. *Regional interests played no part in the decision to keep the II MEF HQ aboard Camp Lejeune.*

Q4. *About when was the decision made to keep II MEF at Lejeune?*

A4. *CMC determined keeping II MEF at Camp Lejeune was best for the Marine Corps after consulting with his senior general officers in April 2014.*

POINT OF CONTACT: HQMC Media Branch, 703-614-4309, ontherecord@usmc.mil

MARINE SECURITY GUARD EXPANSION

BACKGROUND

The 2013 National Defense Authorization Act requires the Secretary of Defense, in consultation with the Secretary of State, to develop a plan no later than October 1, 2013 to provide the end strength and resources necessary to increase the number of Marines in the Marine Corps security guard program to provide diplomatic security by up to 1,000 Marines, without degrading the readiness of the Marine Corps. Forward all queries without comment to PA.

TALKING POINTS

- The Marine Corps Embassy Security Group (MCESG) has more than 1,300 Marines stationed throughout the world at MSG detachments and regional headquarters. Detachments are in more than 135 countries.
- Under the direction of the President of the United States and in coordination with the Dept. of State, the Marine Corps is implementing a plan to accelerate the growth of the MSG program and the opening of new detachments ahead of the timelines laid out in 2013 NDAA.
- By assuming risk in its operating forces and supporting establishment the Marine Corps is resourcing the MSG expansion from within and continues seeking a spread loading of the Department of Defense "corporate bill;" DOD will request additional appropriations in future appropriation bills
- The Marine Corps is in the process of opening 10 new MSG Detachments, right-sizing the detachments at all Department of State-designated High Threat/Risk Posts and establishing the MSG Security Augmentation Unit, all by the end of the current calendar year.
- The mission of the MSGs was amended June 2013 to the following: To provide protection to mission personnel and prevent the compromise of national security information and equipment at designated diplomatic and consular facilities. MSGs will be prepared to execute plans for the protection of the mission and its personnel as directed by the chief of mission or principal officer through the regional security officer.
- 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.

WEBSITE FOR MORE INFORMATION

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

POINT OF CONTACT/SOURCING

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

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, Libya and the Philippines.. 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 continuously deployed since October 2007, in extreme environmental conditions. The aircraft has deployed 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 continue flight to friendly territory.
- The MV-22 is a very safe aircraft.. 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.
- 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.
- In addition to being a reliable and safe aircraft, the MV-22 has proven itself remarkably in combat for the past six years of continuous combat deployments.
- The Osprey's operational capability and flexibility was highlighted by the rescue of a downed U.S. Air Force pilot during Operation Odyssey Dawn.
- The MV-22 continues to be the platform of choice for all missions from tactical troop inserts to planned and emergency resupply.
- 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 150,000 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.

MV-22 OSPREY (CONT'D)

- 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.
- 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 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.
- 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 unless directed to do so.
- 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 – Four VMM complete, one in transition.
- Okinawa has two squadrons and they are supporting MEU operations.

POINTS OF CONTACT

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- Maj Doug Thumm, HQMC Aviation (APP-52), 703-693-4956, douglas.thumm@usmc.mil
- Maj Chris Browning, HQMC Aviation (APW-52), 703-693-7108, christopher.a.browni@usmc.mil

PACIFIC REORIENTATION

QUOTE

"Our recommendations [on rebalance] were guided by an updated defense strategy that builds on the president's 2012 defense strategic guidance. This defense strategy is focused on: defending the homeland against all strategic threats; building security globally by projecting U.S. influence and deterring aggression; and remaining prepared to win decisively against any adversary should deterrence fail. To fulfill this strategy, DOD will continue to shift its operational focus and forces to the Asia Pacific, sustain commitments to key allies and partners in the Middle East and Europe, maintain engagement in other regions, and continue to aggressively pursue global terrorist networks."

- **Chuck Hagel, Secretary of Defense, Feb. 24, 2014**

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.
- The concept of the preeminent importance of the Asia-Pacific region has long been part of our national strategy. This initiative by the U.S. government to refocus toward the Pacific is primarily diplomatic and economic, with the military playing a complementary role.
- The U.S. rebalance to Asia encompasses all aspects of U.S. engagement – diplomatic, economic, political, and military – as well as support for and participation in key multilateral institutions. Through this rebalance, the United States is committed to broadening the robust ties to regional Asia-Pacific partners.
- America has always been and will remain heavily invested in and committed to the Asia-Pacific. The United States traded \$2.38 trillion in goods and services with Asia-Pacific Economic Cooperation (APEC) countries in 2011, amounting to 56 percent of total U.S. trade. This trade of goods and services has increased 135 percent from nearly \$1 trillion in 1994 and continues to increase.
- Beyond our shared economic ties, five of the United States' seven major defense treaties are with Asia-Pacific nations and we have many more strong and enduring partnerships in the region. The Marine Corps' rebalance efforts in the Pacific are focused both on creating and strengthening partnerships with other nation's militaries. These efforts are also aligned with the Defense Guideline's direction for "innovative, low-cost and small-footprint approaches to achieve our security goals."
- We envision an Asia Pacific in which all countries cooperate to advance our common interests in the face of natural disasters and rogue elements which would disrupt the common values of security, stability and prosperity.
- 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.

PACIFIC REORIENTATION (CONT'D)

- The Marine Corps is a force perfectly designed and suited for both crisis response and the Asia-Pacific maritime environment. In partnership with the U.S. Navy, U.S. Marines are America's proven crisis response force, ready to help an ally in trouble or protect vital interests.
- Two-thirds of the Marine Corps' operational forces are assigned to the Pacific. This allocation of resources is intuitive given the vast maritime and littoral nature of the theater. Our weighted presence is also appropriate in that our primary functions are to assure littoral access to the joint force commander and respond to crises. Having a versatile, experienced, ready-to-respond force like the Marine Corps in the region helps ensure the peace, stability, and prosperity that benefit everyone.
- The Marine Corps is the training partner of choice for the region, especially partnered with the Navy. The Navy-Marine Corps team has the skill sets and the resources our partners and allies in the region want, and we have built the rapport and trust that successful relationships require, ensuring we can work together when we need to. This is exemplified by the more than 70 different training exercises and expertise exchanges we conduct every year with partners and allies throughout this region.
- We see South Korea, Japan, Russia, the Philippines, Thailand, Malaysia, Indonesia, India, Australia and many other regional nations such as the Maldives, Vietnam, Cambodia, Bangladesh, Brunei, Singapore and New Zealand interested in developing or improving their ability to respond to natural or man-made crises from the sea. Each nation's military possesses different capabilities and capacities to respond to these crises, and they understand they need to train so they can rapidly respond when needed. The Marines are eager to train with each of them. We tailor our Marine Air-Ground-Logistics teams to train with each nation when and where they want, and train to the capability and capacity they want.
- U.S. Marines are organized, trained and equipped to operate from ships, from the air, and ashore. This integrated force, the Marine Air Ground Task Force (MAGTF), is the key to Marine operations and provides a balanced, combined-arms force which is expandable, adaptable, and tailorable to the mission.
- 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 Strait 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](#)

PARTNERSHIP OF THE AMERICAS (POA)**QUOTE**

"We care about this part of the world, we have great partners here that are enduring partners [and] that also have amphibious capability, and we want to continue to develop our ability to operate with them and work with them when we're in the same business, doing the same things."

– Commander, MARFORSOUTH, B. Gen. David W. Coffman, April 7, 2014

BACKGROUND

MARFORSOUTH is scheduled to participate in a multinational expeditionary training exercise dubbed "Partnership of the Americas" (POA) in the South American country of Chile this summer. With more than 10 partner-nations participating, POA will enhance multinational operational readiness, interoperability, and security cooperation, between the U.S. Marine Corps and partner-nation naval forces in support of U.S. Southern Command's (USSOUTHCOM) maritime engagement strategy. Partnership of the Americas demonstrates the interoperability, speed and agility required of the U.S. Navy, U.S. Marine Corps and partner-nation Navies in order to address common shared security and humanitarian challenges.

KEY MESSAGES

- The imperative of partnership underscores everything we do.
- As appropriate, the Marines of MARFORSOUTH are committed to reaching out to all countries in the hemisphere in order to help build partner capacity and strong military-to-military ties.
- Marines of MARFORSOUTH are aligned with partners in enduring relationships built on common values and interests that allow us to collaboratively engage with trust and speed in times of crises.

TALKING POINTS

- Multilateral engagement develops and sustains relationships, improving our interoperability and ability to respond to crises.
 - More than 10 partner-nations will improve interoperability with one another in the conduct of amphibious operations; aviation operations; humanitarian assistance and disaster relief missions; civil-military operations, and small-unit infantry tactics in order to develop the combined ability to address shared challenges.
 - We leverage our close relationships with the U.S. Navy and partner-nation militaries to have a mighty impact on regional stability.
 - Fostering and sustaining cooperative relationships with our international partners is imperative to tackling our shared challenges. We count on our partners as they count on us.
- The readiness, rapid responsiveness, flexibility, precision and strategic mobility of U.S. and partner-nation naval forces responding to crises are essential to ensuring operability throughout the global commons and the littoral regions that border them.
 - More than 80 percent of the world's population currently resides within 100 miles of a coastline—and the proportion is increasing.
 - More than 230,000 lives were lost to natural disasters throughout Latin America and the Caribbean from 2010 to 2013, according to the U.N.-endorsed Centre for Research on the Epidemiology of Disasters (CRED).
 - With the seismic and volcanic activity occurring this year throughout South America's West Coast, the importance of increasing our interoperability and rapid responsiveness through engagements like Partnership of the Americas is clear to us and our partners.

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.
- Stress is a leadership issue affecting force preservation, readiness and the well-being of our Marines and their families.

POST-TRAUMATIC STRESS (CONT'D)

- 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: https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF
- 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/>

POINTS OF CONTACT

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- Dr. Thomas Burke, HQMC Health Services, 703-604-4604, thomas.j.burke2@usmc.mil

RELATED BRIEFING CARDS: [Traumatic Brain Injury](#)

REAWAKENING

BACKGROUND

The relationship between the Marine Corps and the American citizenry we support and defend is one steeped in trust. While Marines enjoy a hard-earned reputation as America's expeditionary force in readiness, we are also entrusted with a sacred legacy as ethical warriors – courageous in battle and the embodiment of just action and moral courage. It is the intangibles, our ethos and our steadfast commitment to upholding the highest standards, that distinguishes the Marine Corps as a warfighting organization. These ideals and the extraordinary warriors who exemplify them have and always will be the foundation of our Corps and bedrock of the relationship we share with the American public.

Previously, the Commandant of the Marine Corps met with senior Marine Corps leaders– both officer and enlisted – to gather their ideas regarding how to improve the Corps. He sees an opportunity to re-set our warfighting institution after a decade of war and foster a “Reawakening” within our Corps.

A small but significant number of our Marines are not living up to our ethos and core values. They are hurting themselves, their fellow Marines, civilians, and damaging our legacy. We see evidence of this in incidents of sexual assault, hazing, DUI, fraternization, failure to maintain personal body composition standards, and other areas that indicate a lack of leadership and discipline.

Understanding that strong leadership - from Fire Team Leader...to Commanding Officer...to Commanding General - is critical to our success, however, Non-Commissioned Officers remain the main effort.

TALKING POINTS

- As we wind down from 13 years of war and prepare for the conflicts to come, we are engaged in a wide-ranging effort to rededicate ourselves to who we are and what we do...specifically with a renewed focus on the moral, intellectual, physical and ethical fundamentals of our profession of arms.
- We call on our NCOs and leaders at all levels to take charge of their Marine Corps, ensure compliance with our high standards of performance and to remind Marines of those core attributes that have stood us well for 238 years.
- The Commandant's overriding objective here remains the professional growth of our Marines, nested within a larger effort to renew our focus on what has made the Marine Corps so successful for so long.
- Ensuring the welfare of our Marines requires us to hone not only our fighting prowess, but to nurture our intellectual development as well. We have implemented a number of changes to our enlisted Professional Military Education programs, from our Sergeants Course to the Corporals Course to a new Seminar for our Lance Corporals. These enhancements naturally follow earlier initiatives, including the Heritage Briefs, that remain focused on the moral, ethical, intellectual and cultural ethos of our service.
- Increasing resident Professional Military Education opportunities is another element of professionalism the Commandant continues to emphasize. Marines should rededicate themselves to the study of classic military literature and professional reading lists in order to think

REAWAKENING (CONT'D)

and write critically and professionally on our collective experience and debate solutions to current and future challenges.

- The Commandant had asked Marine Corps University to convene a board to review and make recommended changes to our professional reading materials and program...to take a fresh look, with the goal of re-energizing it and making it a dynamic, participatory program for Marines of all ranks.
- The Marine Corps is committed to maintaining the highest ethical standards. All Marines are expected to set the example and senior leaders are held to an even higher standard. We will ensure accountability across our Corps, from private to general.
- This call to action and to a reawakening of our legacy is critical at a time when our Nation is facing unprecedented challenges. In a world of uncertainty, the Marine Corps remains America's insurance policy – one that is based on our unyielding commitment to high standards and our proud legacy.
- This is a return and a strengthened focus on the timeless foundations and ethos of the Marine Corps.

WEBSITES FOR MORE INFORMATION

Gen. Amos' Letter of Intent to his General Officers Oct. 9, 2013:

<http://www.hqmc.marines.mil/Portals/142/Docs/131009%20--%20CMC%20Letter%20to%20GOs%20Signed.pdf>

CMC and SMMC Letter to NCOs Oct. 16, 2013:

http://www.hqmc.marines.mil/portals/61/CMC_letter_to_NCOs.pdf

POINT OF CONTACT/SOURCING/DATE LAST UPDATED

HQMC PA, 703-614-4309, ontherecord@usmc.mil, February 19, 2014

RECRUITING

RECRUITING 101 BACKGROUND

- **QUALITY:** The quality accessions delivered to today's Marine Corps are the dividends of investments made to recruiting four to five years ago. Quality enables today's Marines to win today's battles.
- **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 higher steady-state annual accession mission, which is in line with 30-year historical averages (i.e. approximately 38,500 NPS enlisted).⁵
 - MCRC personnel are always operational and committed to supporting the institution. Maintaining personnel (Marines and Civilians) is the most critical asset to respond to expected higher missions (starting in FY16) and undoubtedly tougher market conditions.
 - 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.
- **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.⁶

RECRUITING 101 TALKING POINTS

- Recruiting has been and will continue to be the lifeblood of the United States Marine Corps, regardless of end-strength. A lower end-strength for the Corps doesn't equate to 'easier' times for recruiting.
- 99.7% of current recruits are high school graduates (DoD stand is 90%), and 74% 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. Quality accessions save 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.

⁵ Quester, "Marine Corps Recruits," dated 2010.

⁶ Gen James F. Amos, 35th CMC, Remarks to Marine Corps Recruiting Command's National Commanders' Conference, San Diego, Calif. 18 Oct. 2011.

RECRUITING (CONT'D)

- 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.
- 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.

POINTS OF CONTACT

- Maj Stuart "Stu" Fugler, MCRC PAO, 703-784-9454, stuart.fugler@marines.usmc.mil

RIMPAC 2014

BACKGROUND: Held biennially by the Commander, U.S. Pacific Fleet (PACFLT) and executed by Commander, U.S. 3rd Fleet (C3F), RIMPAC is a multinational maritime exercise that takes place in and around the Hawaiian Islands. This year's RIMPAC exercise, the 24th in the series that began in 1971, is scheduled from June 26 to Aug. 1. Twenty-three nations, 49 surface ships, six submarines, more than 200 aircraft and 25,000 personnel will participate. This year's exercise includes units or personnel from Australia, Brunei, Canada, Chile, Colombia, France, India, Indonesia, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, People's Republic of China, Peru, the Republic of Korea, the Republic of the Philippines, Singapore, Thailand, Tonga, the United Kingdom and the United States. RIMPAC is a unique training opportunity that helps participants foster and sustain the cooperative relationships that are critical to ensuring the safety of sea lanes and security on the world's oceans.

TALKING POINTS / Q&As:

- Roughly 70 percent of the world is water, 80 percent of the world's population lives on or near a coast, and 90 percent of international commerce moves by sea. Capable maritime forces help ensure stability and prosperity around the world, and RIMPAC helps participating nations improve that capability.
- Maritime forces are inherently flexible. During RIMPAC, participating forces exercise a wide range of capabilities, from disaster response and maritime security operations to sea control and complex warfighting. The relevant, realistic training syllabus includes amphibious operations, gunnery, missile, anti-submarine, and air defense exercises, as well as military medicine, humanitarian assistance and disaster response, counter-piracy, mine clearance operations, explosive ordnance disposal, and diving and salvage operations. Land and air components play key roles during RIMPAC to exercise the joint effort in a maritime environment.
- Closer military-to-military bonds facilitate clear lines of communication, and foster a spirit of cooperation to meet regional and global challenges for mutual benefit.
- As the world's largest international maritime exercise, RIMPAC offers a uniquely complex and challenging multinational environment for forces to hone their skills.
- RIMPAC will feature a humanitarian assistance/disaster relief (HA/DR) event that will facilitate training and certification for expeditionary forces to respond to foreign disasters as a Crisis Response Adaptive Force Package. This event aids Hawaii-based Department of Defense and medical facilities in their state-wide mass casualty drills and certifications. Bringing these two events together in the umbrella of an HA/DR event is designed to enhance operability, test communication and exercise crisis response capabilities amongst interagency partners.

POINTS OF CONTACT:

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- LT Lenaya Rotklein, CIB Deputy Director, 619-517-5408, lenaya.rotklein@navy.mil
- Capt Alex Lim, MarForPac PA, 808-477-5844, alex.lim1@usmc.mil

SAN FRANCISCO FLEET WEEK 2014

“A massive natural disaster in such a densely populated area would pose significant challenges for local first responders and the military personnel tapped to assist them: impassable roads, destroyed utilities, overwhelmed communications networks. When such chaos erupts, the Corps wants to be prepared.” -- Marine Corps Times report on San Francisco Fleet Week

BACKGROUND

From Oct. 6-13, Marines and Sailors from the I Marine Expeditionary Force will be in San Francisco to showcase the Corps' capabilities during Fleet Week. San Francisco and Fleet Week share a long and storied history beginning in 1908 with the arrival of the “Great White Fleet” to the Bay during its round-the-world 14-month-long voyage. Over the years, millions more San Franciscans have welcomed the Navy, the Marine Corps and the Coast Guard, making Fleet Week one of the city's treasured traditions. In 1981, the modern Fleet Week tradition began by honoring the dedicated men and women of the sea services.

San Francisco Fleet Week is now the venue for Bay Area first responders and the U.S. military to meet, train and share the latest lessons learned from recent Humanitarian Assistance and Disaster Response operations. These activities help raise awareness and to better equip the Bay Area to respond and recover from disasters.

TALKING POINTS / Q&As:

TP1. Our focus during Fleet Week will be improving readiness for the Bay Area in the event of a natural disaster or national crisis. With our expeditionary, from the sea capability, combined with the Navy and Coast Guard, the Marine Corps offers a rapid response to humanitarian crisis.

TP2. For many Marines, Fleet Week is their first time to lay eyes on the Golden Gate Bridge, sample the local cuisine in Chinatown or ride on the cable cars. Some Marines are returning home to San Francisco; some after spending many years away in the line of duty. To have the opportunity to have citizens offer thanks and appreciation to our Marines and Sailors as they make their way through San Francisco is personally rewarding as a Marine (or Sailor) but also a citizen.

Q1. What is the purpose of San Francisco's Fleet Week?

A1. The San Francisco Fleet Week 2014 Association's mission is to focus on Humanitarian Assistance and Disaster Response preparations as well as take the opportunity to host and thank the young men and women of the sea services for their selfless devotion to duty in safeguarding the country.

Q2. Why do you need to bring so many ships up to the Bay Area for this exercise?

A2. The only way a timely relief can be provided after an earthquake is if it comes from the sea. That's why naval services are vital in humanitarian assistance and disaster relief planning in the Bay Area. We put a force to sea anticipating it can do just about anything as a situation develops but working through these types of scenarios increases our ability to work through complex challenges and problems we could be tasked with in this area should a natural disaster or humanitarian crisis happen.

Q3. What is unique about training in San Francisco –or- what does training in this venue offer the Navy and Marine Corps?

A3. Marines have been mobilized to support civilian authorities under conditions of natural disasters in the past but San Francisco offers us an opportunity to interact with civilian authorities in ways we typically don't, but could in the event of a significant natural disaster. Certainly, something bad happening in San Francisco would see a requirement to mobilize forces in support of a recovery and

SAN FRANCISCO FLEET WEEK 2014 (CONT'D)

disaster relief up there, so we see this as an opportunity to do some training on things that do come across our way from time to time, but in particular in a mission that would be very challenging and one I suspect we would be tasked with in the event it were to occur.

ADDITIONAL SOURCES:

[San Francisco Fleet Week Association](#)

[1st Marine Expeditionary Force](#)

POINT OF CONTACT:

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SECURITY COOPERATION TEAM 2014

QUOTE

"Trust must be built, nurtured, and sustained through regular contact."

– Gen. John F. Kelly, Commander, USSOUTHCOM, Feb. 26, 2014

BACKGROUND

A Security Cooperation (SC) Team comprising about 20 Marines in the Central American Region has been conducting partnered training since January to help build partner-nation capacity and promote stability throughout the region. The team is divided into three smaller units consisting of subject matter experts and distributed across three countries — Belize, Guatemala and Honduras. The Colombian Marine Corps has also participated in this training, serving as subject-matter-experts in riverine tactics. The SC Team has been working with their military partners within these countries, honing the skills that help build the capacity of our partners to tackle challenges of mutual interest, such as CTOC, CD and HA/DR. The SC Team was sourced from 17 different units throughout the Marine Corps providing a variety of military occupational skills.

KEY MESSAGES

- We are ready to address transnational security challenges through integrated and coordinated approaches with our partners.
- Our goal is to increase U.S. and partner-nation capability to execute our HA/DR, CTOC and other missions in a combined environment.
- Our approach is based on partnerships—partnerships based on shared values, shared challenges, and shared responsibility.

TALKING POINTS

- We are committed to ensuring we and our partners are postured to provide ready and relevant forces to respond to crises.
 - Fostering and sustaining cooperative relationships with our partners is imperative to tackling our shared challenges. We count on our partners as they count on us.
 - Building partner-nation capacity is the key to leveraging our combined efforts to address our shared challenges.
 - Through continuous engagement, our partners are increasing their capacity in peacekeeping, stability operations, and disaster relief operations.
- Through Security Cooperation, partner nations are increasing their security capacity and professionalizing their militaries and security forces to address our shared challenges.
 - We are committed to building the capacity of our partners to counter the spread of transnational criminal organizations, and to protect citizens in Central America from the violence, harm and exploitation created by these criminal networks.
 - Cocaine, if not intercepted by U.S. agencies or our partner-nations, moves through Central America and Mexico and eventually lands on street corners across America, placing significant strain on our nation's health care and criminal justice systems costing American taxpayers an estimated \$193 billion in 2007 alone, the most recent year for which data is available.
 - We leverage our military-to-military relationships to have mighty impacts on regional security. Capable and effective partners respect human rights, share in the costs and responsibilities of ensuring regional security, and help us detect, deter, and interdict threats *before* they reach the U.S. homeland.

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

QUOTE

“Sexual assault is incompatible with our core values, and I regret the personal damage, eroded trust, and shame it has caused. Combatting sexual assault is one of my highest priorities as Commandant.”

Gen. James F. Amos, November 2013

Letter to Sen. Carl Levin, Chairman, Committee on Armed Services

BACKGROUND

The SAPR Campaign Plan was launched in June 2012 and continues to guide the implementation of large-scale efforts to combat the crime of sexual assault in the Marine Corps. The three-phase Campaign Plan was built around engaged leadership at every level and underscores the importance of reaffirming and strengthening the trust between Marines and their leaders. As a result, SAPR prevention training has been implemented on an unprecedented scale and frequency, teaching the principles of bystander intervention and emphasizing every Marine's inherent duty to prevent this crime.

The most promising result of the SAPR Campaign Plan to date has been the continued rise in reporting. In Fiscal Year 2013 (FY13), reports of sexual assault increased by 86 percent, which follows a 31 percent reporting increase in FY12. These and other encouraging developments suggest that our efforts are working to increase awareness of SAPR resources and to establish an environment of respect, dignity, and professionalism in which victims feel confident in coming forward.

In August 2013, the Commandant called for a review of the state of the SAPR Campaign Plan and its impact, resulting in an Addendum being issued for the expansion and extension of Phase II. The Campaign Plan Addendum was approved in April 2014 and is designed to sustain and build upon the energy and momentum of the Campaign, while further improving internal communication, training, and command climate.

TALKING POINTS

- In FY14, the Marine Corps has continued to build on its progress in raising awareness of reporting options, strengthening victim response capabilities, and eliminating sexual assault from the ranks. The Campaign Plan Addendum was issued in April 2014 outlining tasks designed to sustain and further advance our positive SAPR developments.
- The DOD FY13 Annual Report on Sexual Assault in the Military was released on 1 May 2014. In addition to the 86 percent reporting increase, the following points and developments are applicable to the Marine Corps portion of this report:
 - The 86 percent reporting increase includes reports filed for incidents that occurred before the victim joined the Corps (22 percent) and for incidents that occurred more than a year prior to the reporting date (17 percent). These latent reports contribute to the spike in reporting (while having no impact on FY13 prevalence) and suggest that Marines are more aware of and confident in the reporting options available to them.
 - In FY13, 11 percent of reports initially filed as restricted were converted to unrestricted, compared to 6 percent in FY12. While all reports provide the victim with access to supportive services, only unrestricted reports trigger investigations and bridge the way to offender accountability.
 - The percentage of reported penetrating crimes decreased 12 percent in FY13, while the percentage of reported contact crimes (unwanted sexual contact without penetration) increased. These changes suggest that Marines are now recognizing and willing to report forms of sexual assault that may have been previously overlooked, before they possibly escalate.

SAPR (CONT'D)

- Between FY12 and FY13, sexual offense prosecutions almost doubled, and sexual assault convictions increased by more than 70%. The Marine Corps has made great strides in holding offenders accountable and saw similar increases in its numbers of punitive discharges.
- Leadership continues to be critical to our SAPR approach, which was built around the central role of the commander and the principle that decisive and engaged leadership is our greatest weapon in this battle. Commanders have always been responsible for readiness, unit cohesion, and morale, including looking after the safety and well-being of their Marines.
- Leadership engagement and accountability initiatives appear to have had a measurable impact in FY13 and FY14. According to the Defense Equal Opportunity Management Institute (DEOMI) Climate Surveys since third quarter FY13, a continually increasing percentage of Marine respondents believe that their leadership promotes a climate that is free of sexual assault and would respond appropriately to a reported sexual assault. The USMC Commandant's internal Command Climate Surveys conducted between June 2013 and February 2014 mirror the DEOMI findings: Marines reported that they believe their unit provides a safe environment against sexual assault and a retaliation-free environment for those who report misconduct.
- The Marine Corps implemented a SAPR Victim Advocacy Survey in October 2013 designed to assess both the quality of care and the level of victim engagement from the date of the report to the conclusion of services. The survey closed in May 2014 and was replaced by the new DoD Survivor Experience Survey. Via the original survey, 88 percent of victims reported that their supportive services needs were met.
- Eight new Ethical Discussion Group videos (EDGs) are close to completion and are scheduled for release in Summer 2014. Designed with direct input from the operating forces, the new EDGs contain educational vignettes that aim to dispel myths, challenge pre-existing beliefs, and promote candid and healthy discussions about sexual assault.
- "Step Up," a new bystander intervention program, is scheduled for release in Summer 2014. Designed specifically for junior Marines (E1 to E3), our highest risk demographic, this interactive video-based training will teach the principles of bystander intervention, emphasizing that preventing sexual assault is impossible without all Marines fully understanding their inherent duty to protect each other from this crime.
- Risk mitigation measures are being infused into all SAPR training going forward. These measures will focus on non-stranger sexual assaults by addressing unhealthy interpersonal relationships and personal/professional boundaries.
- The Marine Corps Victims' Legal Counsel Organization (VLCO) was established in November 2013 to provide close and confidential guidance to victims of sexual assault throughout the length of the investigation and prosecution process. The VLCO is a functionally independent organization led by an colonel judge advocate and based on a regional model (East, West, National Capital Region, and Pacific), with each regional VLCO supervised by a Major judge advocate. Nine company grade judge advocates, distributed among the regions, serve as victim legal counsel.

WEBSITES FOR MORE INFORMATION

- SAPR Website: www.manpower.usmc.mil/SAPR
- DoD Website: www.sapr.mil

SAPR (CONT'D)

POINTS OF CONTACT

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SPECIAL PURPOSE MAGTF AFRICA 14.1

BACKGROUND

Special Purpose Marine Air-Ground Task Force Africa strengthens U.S. Marine Corps Forces Europe and Africa and U.S. Africa Command's ability to assist partner nations in addressing their security challenges. The approximately 150 Marines and sailors conduct theater security cooperation, military-to-military engagements and are trained to provide contingency support to crisis response. SP-MAGTF Africa formed in October 2011, and is sourced by rotating forces. The current iteration is sourced primarily from 3rd Battalion, 8th Marine Regiment, out of Camp Lejeune, N.C., as part of the single battalion concept. SP-MAGTF Africa is to provide assistance to partner nations in a variety of areas including logistics, engineering, communications, non-lethal weapons training, maritime security force assistance, military planning, small-unit leadership and vehicle maintenance.

TALKING POINTS

- Marine Air-Ground Task Force Africa strengthens U.S. Marine Corps Forces Europe and Africa and U.S. Africa Command's ability to assist partner nations in addressing their security challenges.
- SP-MAGTF Africa is scheduled to conduct and support engagements with several African countries over the course of the deployment.
- Improving the military capacity of our African partners will enable them to prevent conflict and increase stability.
- By training and working with our African partners, we are better prepared to address future security concerns together.

Q&A

Q1: What is Special Purpose MAGTF Africa 14.1's mission?

A1: We are here to support USAFRICOM and MARFOREUR/AF's theater security cooperation requirements to strengthen the defense capabilities of African states and regional organizations, deter and defeat transnational threats and strengthen the ability to conduct good governance and development.

Q2: What countries will you be visiting and what training can you expect to conduct there?

A2: Special Purpose MAGTF Africa 14.1 is scheduled to send Marines to conduct train-and-equip missions in Uganda and Burundi; the focus of the training is logistics and engineering, but also includes engagements in areas such as medical services, basic marksmanship, communications, vehicle movement and maintenance procedures, staff coordination training. In Mauritania and Senegal, our Marines and sailors will be working with their respective partners conducting maritime security force assistance and marksmanship exercises.

Q3: Have recent hostilities in Mali, Algeria, Kenya, Central African Republic, South Sudan and other countries changed any kind of plans for SP-MAGTF Africa? Will the SP-MAGTF have any role in the larger crisis response force that has recently been discussed in the media?

A3: SP-MAGTF Africa is operating as part of a pre-planned rotation that conducts partnered training with host nation militaries.

SPECIAL PURPOSE MAGTF AFRICA 14.1 (CONT'D)

We cannot speculate on what additional missions SP-MAGTF Africa will be called upon to perform; however, conducting partnered training engagements with host nation militaries throughout Africa is our primary focus and we remain committed to helping our partners address their security challenges.

Q4: What does SP-MAGTF Africa mean for AFRICOM/MARFOREUR/AF and its ability to work with its partners on the continent? How does the SP-MAGTF improve MARFOREUR/AF's crisis response capabilities?

A4: Having assigned forces with a broad set of skills provides AFRICOM/MARFOREUR/AF quickly deployable forces in the event of a contingency. It also allows AFRICOM/MARFOREUR/AF the ability to remain vigilant and prepared to meet future challenges and threats with agile and capable, and interoperable military forces.

Q5: It seems like the United States is trying to gain a military foothold in Africa. Is this the case with your unit conducting training here?

A5: The United States conducts theater security cooperation operations all over the world through military and Department of State coordination. Theater security cooperation is a low-cost, high-impact way for Marines to assist our African partners in addressing their security challenges. These engagements are conducted at the request of the host nation's military and government.

Q6: What does this have to do with the security of Americans in the United States? How is this helping national security?

A6: National security begins abroad and SP-MAGTF Africa supports U.S. national security priorities. Combating terrorism is a national security priority for the United States, and we will continue to support common U.S. and African national objectives by engaging with military partners to promote a stable and safe African environment.

Q7: Why is SP-MAGTF Africa based out of Naval Air Station Sigonella?

A7: NAS Sigonella provides a capable basing solution for SP-MAGTF Africa where they are located outside of, but close to, the African continent. NASSIG provides the task force with a strategic position and the advantage of proximity to the continent for training engagements with partner nations as well as the ability for limited crisis response.

Q8: What exactly is a Special Purpose MAGTF? How does this fit into the structure of the Marine Corps?

A8: The Marine Air-Ground Task Force (MAGTF) is the Marine Corps' fundamental organization for the conduct of all missions across the range of military operations. MAGTFs are balanced, combined-arms forces with organic ground, aviation and sustainment elements. Special purpose MAGTFs are organized, trained and equipped to accomplish a specific mission for which one of the three standard MAGTF types would be inappropriate or too large to employ.

Q9: What impact has sequestration/the government shutdown had or will have on this mission?

A9: Our nature as Marines is to operate in austere environments. Sequestration has had an impact on our force size. However, our innovative approach to task organize with a minimal footprint allows us to accomplish the mission with minimal cost. This provides AFRICOM/MARFOREUR/AF a considerable economy of force.

SPECIAL PURPOSE MAGTF AFRICA 14.1 (CONT'D)**Q10: What future missions are planned? Where will you be operating?**

A10: During the course of our deployment, we will continue to have Marines and sailors in Uganda and Burundi. We will also participate in theater security cooperation missions in Senegal, Nigeria and Chad. Some of our planned, shorter engagements include a military to military training event in Ghana, during which both groups will demonstrate some of their military capabilities to each other. We are also planning to send a group of Marines to participate in African Partnership Station 14.

Q11: So I'm guessing a lot of your guys have a lot of deep experience in Iraq/Afghanistan over the last decade. How is working in Africa similar? Different?

A11: Yes, most of the Marines and sailors have deployment experience in both Iraq and Afghanistan, some of whom have been part of training and advising teams during those conflicts, as well. In the sense of theater security cooperation, it can be very similar to some of the experiences members of our teams have had in the past. Part of every security cooperation mission- planning process requires us to look at each country's capabilities and tailor our training to prepare them to better address regional security concerns. The mission here is also similar to what we saw in Afghanistan and Iraq in that we spent a good amount of time preparing our minds for the cultural differences that we'll be experiencing. As far as comparing training Iraqis and Afghans to Africans, it really comes down to looking at each partner nation's capabilities and assessing how we can best enable them to prevent conflict and increase security.

Q12: What is the single battalion concept and how is it being employed here?

A12: The single battalion concept is using one infantry battalion as a base unit and applying that unit to various missions. It means that we will be operating in a distributed posture across two separate combatant commands for this deployment, with the other missions including SP-MAGTF Crisis Response, Black Sea Rotational Force and security forces reinforcing the embassy in Tripoli. The benefit that the combatant commands receive in the event of a crisis is that we can aggregate all or some of these different forces to respond to that crisis.

POINT OF CONTACT

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SPECIAL-PURPOSE MAGTF CRISIS RESPONSE

As part of the Department of Defense's continuing effort to improve its crisis response capability around the world, the USMC created a Special-Purpose Marine Air-Ground Task Force for Crisis Response (SP-MAGTF CR). The official request for forces for a SP-MAGTF CR was made in February 2013, and the Marine Corps established the initial force in March 2013.

On March 18, 2013, the Government of Spain agreed to host SP-MAGTF CR at their current basing location at Morón Air Base, Spain. SP-MAGTF CR made the Transatlantic flight of (2) KC-130Js and (6) MV-22B Ospreys to Morón Air Base, Spain in April 2013.

Although positioned in Europe, SP-MAGTF CR operates in support of USAFRICOM. Forward-basing of the SP-MAGTF CR in Europe increases the capability of the command to rapidly respond to incidents on the continent of Africa in support of USAFRICOM combatant commander's contingency requirements, and throughout the Mediterranean area. US Africa Command has no plans to establish new bases on the African continent to host SP-MAGTF CR.

Since its inception, the force has positioned to respond to unrest and contingency operations four times: May, September, October, and December. In December, within 48 hours of execution orders, SP-MAGTF CR postured approximately 150 Marines from Morón Air Base, Spain to Camp Lemonnier, Djibouti; Entebbe, Uganda; and U.S. Embassy Juba, South Sudan. The operation included the longest-range insert for the force of more than 4,200 nautical miles to 3 separate countries, and supported the U.S. Embassy Juba withdrawal.

KEY POINTS

- SP-MAGTF CR is a rotational contingent of approximately 800 Marines, sailors and support elements sourced from a variety of Marine Corps units to include II Marine Expeditionary Force, Camp Lejeune, N.C. Its organic assets include 12 MV-22B Osprey tiltrotor aircraft, four KC-130J Hercules aerial refueling tankers, one UC-35, a logistics and sustainment element, and a reinforced company of infantry Marines.
- Special-Purpose Marine Air-Ground Task Force Crisis Response is a self-command and controlled, self-deploying, and highly mobile crisis response force operationally controlled by and allocated to U.S. Africa Command to be able to respond to missions in permissive and uncertain environments to protect U.S. citizens, U.S. interests, and other designated persons in the AFRICOM and EUCOM areas of responsibility.
- SP-MAGTF CR is postured to respond to a broad range of military operations to provide limited-defense crisis response in the AFRICOM/EUCOM region, including: U.S. Embassy reinforcement, fixed-site security, non-combatant evacuation operations, humanitarian assistance and disaster relief operations, tactical recovery of aircraft and personnel, theater security cooperation, and other missions as directed. Additionally, SP-MAGTF CR can serve as the lead element, or the coordination node for, a larger fly-in element.
- SP-MAGTF CR also conducts military-to-military training exercises throughout AFRICOM and EUCOM areas of responsibility.
- This unit is unique amongst other crisis response forces because it possesses an organic aviation capability that allows for SP-MAGTF CR to self-deploy.

SPECIAL-PURPOSE MAGTF CRISIS RESPONSE (CONT'D)

- The United States is pleased that the government and people of Spain are allowing us to station this important security reaction force at Moron Air Base.
- U.S. European Command will host this SP-MAGTF, which will provide quick response capability to U.S. Africa Command for potential crises within its area of responsibility.
- The Spanish air base at Moron is strategically positioned, and it has the critical infrastructure necessary to currently host this detachment.
- In addition to the forces positioned at Moron Air Base, an infantry company of Marines subordinate to SP-MAGTF CR is going to be positioned out of MK, Romania. The company is not attached to Black Sea Rotational Force, also at MK. This company also will be allocated to USAFRICOM in order to provide additional rapid response forces to the African continent.

BILATERAL TRAINING – EUCOM

- SP-MAGTF CR conducted joint and bilateral training exercises throughout 2013 with U.S. European Command partners, including a free-fall parachute exercise with Spanish paratroopers and U.S. Navy personnel and live-fire sniper and machine gun ranges with Spanish Army. They joined French Legionnaires for bilateral training near Nimes, France at the end of October, highlighting the first use of an MV-22B Osprey in an exercise on French soil.
- In February 2014, SP-MAGTF CR conducted an interoperability study for the V-22 with VMM-162(-) (REIN) and French amphibious assault ship BPC Dixmude, southeast of the Strait of Gibraltar. Also, Marines from SP-MAGTF CR and their French counterparts from the 21st Marine Infantry Regiment of Fréjus, conducted a bilateral exercise aboard Camp des Garrigues, outside of Nîmes, France.

BILATERAL TRAINING – AFRICOM

- In November 2013, SP-MAGTF CR conducted a long-range transport of Marines from SP-MAGTF Africa 13 to Dakar, Senegal for a training exercise with the Senegalese military. The trip totaled more than 1,500 nautical miles and consisted of 2 two MV-22B Ospreys and a KC-130J. It marked the first time Ospreys landed in western Africa.
- In April 2014, SP-MAGTF CR conducted a full-mission rehearsal during Exercise African Lion 1 by flying approximately 500 nautical miles in MV-22B tiltrotor Ospreys from Moron Air Base, Spain, to their landing zone in Tifnit where they reinforced a compound and provided security. The flight and insert demonstrated the rapid-response capability to multinational observers from 14 different countries during the African Lion 14 "Observer Program."

POINTS OF CONTACT

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SPECIAL-PURPOSE MAGTF SOUTH "AMERICA VISITS THE AMERICAS"**QUOTE**

"The Marine Corps' inherent agility, crisis response capabilities, and maritime focus make it well suited to carry out many priority missions under the President's defense strategy."

– **Secretary of Defense, Chuck Hagel, Feb. 24, 2014**

BACKGROUND

The Marines of SPMAGTF South are scheduled to join the Sailors of USS America (LHA 6) on her maiden tour dubbed "America Visits the Americas" in the summer of 2014 throughout the U.S. Southern Command (USSOUTHCOM) Area of Responsibility (AOR). A SPMAGTF is a balanced air, ground and logistics force that can be tailored to accomplish missions across a wide range of crises. To this end, U.S. Marine Corps Forces, South (MARFORSOUTH) leverages its close relationship with U.S. Navy Southern Command (USNAVSO) to support regional stability. Through partner-nation activities, key leader engagements and security cooperation activities, the Marines and Sailors of SPMAGTF South will demonstrate the flexibility, utility and unparalleled expeditionary capability the Navy-Marine Corps team provides our nation and partners.

KEY MESSAGES

- Forward-deployed naval forces are our nation's insurance policy — a hedge against uncertainty in an unpredictable world.
- The Navy and Marine Corps work together to leverage the significant flexibility, speed and agility combined naval forces provide the U.S. and partners throughout Latin America and the Caribbean.
- We are aligned with our partners in enduring relationships built on common values and interests that allow us to collaboratively engage with trust and speed in times of crises.

TALKING POINTS

- The America transit is a clear example of Navy-Marine Corps integration in action.
 - Ships like the America are what provide the Navy-Marine Corps team the ability to be the right force, in the right place, at the right time.
 - As a component of the Amphibious Ready Group (ARG) and Expeditionary Strike Group (ESG), LHA 6 will primarily embark, transport, control, insert, sustain and extract elements of a Marine Air-Ground Task Force (MAGTF), and support forces by helicopter and by vertical and short takeoff and landing (V/STOL) aircraft.
 - At each port, Sailors and Marines will do different types of engagements where you will see Sailors and Marines right next to each other as they work with their partner-nation counterparts.
- The America and the ships of its class are the result of a conscious decision to increase the aviation capacity of future big-deck amphibious ships.
 - It is a ship built for greater sustainability on station for a variety of aviation-centric mission sets.
 - It has the ability to facilitate maintenance on more aircraft simultaneously at a significantly faster rate than older ship designs, because of its enhanced aviation maintenance and hangar facilities.
 - Since the America is optimized for aviation, it will be capable of supporting contemporary as well as newer aircraft, such as the tilt-rotor MV-22 Osprey and F-35B Joint Strike Fighter, adding a significant boost to the flexibility, speed and agility of the SPMAGTF.

SPECIAL-PURPOSE MAGTF SOUTH "AMERICA VISITS THE AMERICAS" (CONT'D)

- Forward, Ready, Flexible
 - A forward-deployed Navy-Marine Corps force that can immediately shift from security cooperation activities to crisis response is a resource both diplomatically and militarily, providing assurance to partners and insurance for our Nation.

TRADEWINDS 2014

QUOTE

"The Caribbean is particularly vulnerable to the violence and insecurity that often comes with illicit trafficking and organized crime."

– Gen. John F. Kelly, Commander, USSOUTHCOM, Feb. 26, 2014

BACKGROUND

MARFORSOUTH is scheduled to participate in the 2nd phase of a USSOUTHCOM-led multilateral training exercise dubbed "Tradewinds 2014" in the summer of 2014. The Marines of the Saint Paul, Minn.-based 4th Law Enforcement Battalion (LEB), 4th Marine Logistics Group, 4th Civil Affairs Group, and soldiers of the Missouri National Guard and Georgia National Guard will conduct a combined field training exercise (FTX) in the Dominican Republic, with military personnel from 14 different partner-nations. By training in the use of various tactics, techniques and procedures (TTP), the Marines of 4th LEB and partner-nation military personnel will hone and develop the skills and capabilities required to conduct combined law enforcement, counter-transnational organized crime (CTOC) missions, humanitarian assistance/disaster relief (HA/DR) missions, and other civil-military missions.

KEY MESSAGES

- We are ready to address transnational security challenges through integrated and coordinated approaches with our partners.
- Our goal is to increase U.S. and partner-nation capacity to conduct HA/DR, CTOC and other missions in a combined environment.
- Our approach is based on partnerships—partnerships based on shared values, shared challenges, and shared responsibility.

TALKING POINTS

- The Caribbean and the U.S. share common interests and security concerns.
 - The Caribbean is particularly vulnerable to the violence and insecurity that often comes with illicit trafficking and organized crime. For example, as trafficking from the Dominican Republic into Puerto Rico has increased, so too have violence, crime, and corruption.
 - According to U.S. Customs and Border Protection, there was a 483% increase in cocaine washing up on Florida's shores in 2013 compared to 2012.
 - Smuggling networks are expanding in the Eastern Caribbean, as Cubans and Haitians attempt to reach the United States via Puerto Rico or the U.S. Virgin Islands. These networks are opportunistic and easily expand into other illicit activities, such as the drug trade, special interest alien smuggling, and human trafficking, including exploiting vulnerable migrants by subjecting them to forced labor, a form of modern-day slavery.
 - More than 80 percent of the world's population currently resides within 100 miles of a coastline—and the proportion is increasing.
 - More than 230,000 lives were lost to natural disasters throughout Latin America and the Caribbean from 2010 to 2013, according to the U.N.-endorsed Centre for Research on the Epidemiology of Disasters (CRED).
- We are committed to ensuring we and our Caribbean partners are postured to provide ready and relevant forces to respond to crises.
 - Fostering and sustaining cooperative relationships with our Caribbean partners is imperative to tackling our shared challenges. We count on our partners as they count on us.

TRADEWINDS 2014 (CONT'D)

- Building partner-nation capacity is the key to leveraging MARFORSOUTH and partner-nation combined efforts to address our shared challenges. Having strong partners is the cornerstone of USSOUTHCOM's engagement strategy and is essential for national security.

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.
- 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.

TRANSITION ASSISTANCE (CONT'D)

- 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.
- 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.

TRANSITION ASSISTANCE (CONT'D)

POINTS OF CONTACT

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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.
- 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.

TRAUMATIC BRAIN INJURY (CONT'D)

- 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/about/tbi-military>

POINTS OF CONTACT

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

TUITION ASSISTANCE

BACKGROUND

Marine Corps leaders, mentors, and peers are dedicated to providing every Marine the training, experience and opportunities they need to develop. Tuition Assistance (TA) is intended to support personal and professional goals of individual Marines.

TALKING POINTS

- TA authorization in the Marine Corps is discretionary and subject to eligibility requirements and appropriate funding management procedures.
- The Marine Corps continues to support the TA program and funds are available.
- Annual TA approval rates have not changed and will remain with a cap of \$250 per semester hour, and limited to \$4,500 per fiscal year for active duty Marines per Department of Defense uniform TA policy.
- TA is only authorized for institutions whose accrediting organizations are recognized by the Department of Education.
- Marines are encouraged to participate in all appropriate personal and professional development programs including other education funding options such as the GI Bills, grants, scholarships and loans that can support a broader continuum of learning and educational goals.
- Commanding officers review and approve TA requests of individual Marines. Approval is contingent on anticipated mission requirements and compliance with eligibility criteria.
- Headquarters Marine Corps, Marine and Family Programs Division, along with Education Service Officer at each installation, are responsible for the safeguarding of TA funds and ensuring obligation in accordance with established controls. Commander approved TA requests are funded based on a first-come, first-serve basis.
- Individual Marines with questions should consult their Education Service Officer. ESOs and the other academic advisors can provide individualized academic advisement. Marines will be informed of the full breadth of tuition funding sources and how they can advance their degree plans and academic achievement with appropriate courses and institution selections.
- Marine Corps Administrative Message (MARADMIN) 611/13 establishes the following controls and are being reinforced for approval of tuition assistance:
 - a. First time TA applicants must have a minimum time in service of 24 months. This ensures Marines are focusing on the objectives of their initial MOS training and their primary Marine Corps mission.
 - b. Marines must be eligible for promotion in accordance with Marine Corps Order 1400.32D, Enlisted Promotion Manual and Marine Corps Order P1400.31C, Marine Corps Promotion Manual, Volume 1, Officer Promotions.

TUITION ASSISTANCE (CONT'D)

- c. All first-time students must complete the Marine Corps Institute Personal Financial Management (course 3420G).
- d. All first-time students will be approved for only one course unless they have already completed an Associate Degree, or 60 academic credits with a minimum 2.5 grade point average.
- e. TA is not authorized for classes that begin prior to the conclusion of a previously approved course.
- f. TA funds approved for failed courses or involuntary withdrawal waivers will be applied to the Marine's annual ceiling limit of \$4,500.00. The Marine Corps continues to provide tuition payments directly to education institutions.
- g. TA approval is also limited to one course in the academic term after a GPA falls below 2.5, or a grade of "D" or a voluntary withdrawal occurs during the previous term. These controls help ensure that Marines are able to manage their voluntary education plans successfully and improve their opportunities for success.
- h. First-time TA users with a General Technical Score of less than 100 shall be required to take the Test of Adult Basic Education (TABE) and earn an examination score of at least 10.2.
- i. TA shall not be approved retroactively. TA applications must be submitted and command approved prior to the requested course start date. TA requests can only be submitted within 30 days of the start date of the class.

Example: For course work with a start date of September 15, the request should be submitted on August 15, and must be command approved no later than September 12.

- j. Career and Technical Education Certification Programs must be accredited and recognized by the Department of Education, be approved by the Department of Veteran's Administration, and have a signed DoD Memorandum of Understanding in order to receive TA.
- k. TA is not authorized for duplicate degrees (i.e., a second associate degree or double majors).
- l. Any outstanding issues related to a Marine's TA account must be resolved prior to a subsequent approval. This includes incomplete courses, reimbursement issues, and waivers. The issue must be resolved and posted to the student record prior to approval of future TA requests.
- m. TA cannot be utilized for fees related to certifications, license exams or credentials.
- n. In addition to the requirements, per MCO 1560.25 Marine Corps Lifelong Learning Program, reserve component officers on active duty orders/mobilization must have an expiration of active service date of two years beyond the completion date of the requested class in order to be approved for TA.

TUITION ASSISTANCE (CONT'D)

- o. Enlisted Marines must have an EAS of 60 days beyond the completion date of the course in order to be approved for TA.
- p. TA shall not be authorized for non-credit courses, training programs or programs under continuing education or workforce development. Marines are not eligible to utilize TA for MOS required training, and Marines shall not be approved for TA while in a training status.

- To ensure appropriate financial management of TA, the budget will be allocated quarterly to Marine Corps installations and obligated until that quarter's funding is depleted. Once spent, TA requests shall be deferred to the following quarter.

Example: A class that begins on January 15, 2014 will not be approved for TA until January 1, 2014 and will be funded with available Fiscal Year (FY) 2014 Second Quarter funds.

- The Marine Corps has and will continue to support training and education of Marines--we are the premiere fighting force of the Nation because of the quality of our training and education.
- Education plays an important part in the well-being of Marines and their families. Gaining in education is instrumental in their success both in and out of Marine Corps.
- The Marine Corps offers a variety of opportunities and ways for Marines to achieve their educational goals. High quality academic advisement is the focus in conjunction with career planning for Marines to achieve their personal and professional goals.
- High quality academic advisement is the focus in conjunction with career planning for Marines to achieve their personal and professional goals. Their Sailor/Marine American Council on Education Registry Transcript are academic transcripts used to recommended college credit for military training and occupational experience and the United Services Military Apprenticeship Program provides opportunity to improve their job skills and to complete their civilian apprenticeship requirements while they are on active duty.
- While these programs have always been available to Marines, our academic advisors will be working harder to expand the capacity of these tools and ensure all Marines know their military training, occupational experience and continuing education in other fields through use of TA or GI Bills equals certification, licensure and degrees.
- The Marine Corps provides Marines with documentation of their military training and educational accomplishments. This service expedites the process of recognizing military nontraditional learning experience for college credit, providing Marines a jump start on achieving their higher educational goals once they transition from the Marine Corps.
- Transitioning Marines should utilize Tuition Assistance prior to separation as an opportunity to enhance the credits they have already earned from their military training and education.

TUITION ASSISTANCE (CONT'D)

FREQUENTLY ASKED QUESTIONS

What was the total enrollment in TA?

The total enrollment in TA per fiscal year:

Enrollment for FY 2014:

As of November 26, 2013, the report from the Navy College Management Information System (NCMIS) reflected 3,341 enlisted Marines and 282 officers enrolled in TA funded courses for FY14.

Enrollment for FY 2013:

As of September 30, 2013, the report from the Navy College Management Information System (NCMIS) reflected 26,988 enlisted Marines and 1,674 officers enrolled in TA funded courses for FY13.

Enrollment for FY 2012:

As of September 30, 2012, the report from the Navy College Management Information System (NCMIS) reflected 24,816 enlisted Marines and 1,489 officers enrolled in TA funded courses for FY13.

Enrollment for FY 2011:

As of September 30, 2011, the report from the Navy College Management Information System (NCMIS) reflected 26,659 enlisted Marines and 1,554 officers enrolled in TA funded courses for FY13.

Enrollment for FY 2010:

As of September 30, 2010, the report from the Navy College Management Information System (NCMIS) reflected 25,804 enlisted Marines and 1,515 officers enrolled in TA funded courses for FY13.

Enrollment for FY 2009:

As of September 30, 2009, the report from the Navy College Management Information System (NCMIS) reflected 24,883 enlisted Marines and 1,547 officers enrolled in TA funded courses for FY13.

What is the total estimated budget allocated for the program?

An estimated total budget allocated to fund authorized TA per fiscal year:

FY13: \$47 million

FY12: \$50 million

FY11: \$59 million

FY10: \$58 million

FY09: \$66 million

Define "new enrollments"?

A "new enrollment" means a Marine must have a new TA "authorization" for each class or classes prior to actually enrolling.

TUITION ASSISTANCE (CONT'D)

Example (fictitious scenario):

Cpl Jones decides he wants to take History 101 at University of X. He seeks academic advisement from ESOs or advisors and completes a TA request. It gets approved by his commanding officer, it is sent to the education office, they enter it into the system and that is considered a "TA enrollment." Cpl Jones gets a voucher that can be provided to University of X that the Marine Corps will pay for History 101. He then enrolls in the class and the Marine Corps pays University of X for his class.

When did the TA program begin?

Tuition Assistance was first funded by the National Defense Authorization Act of 1972. TA was offered to all Marines interested in initiating their educational pursuit.

TA participants in Fiscal 2013?

Participants in TA for FY13 totaled 28,662 Marines in three participant categories:

Undergraduate Officer: 694

Graduate Officer: 888

Undergraduate Enlisted: 24,639

Graduate Enlisted: 849

Vocational Officer: 92

Vocational Enlisted: 1,500

Number of participants earning a degree in FY 2013

Of the 28,662 participants during FY13, 467 reported earning a diploma, certificate, or licensure.

Master's Degree (officers): 21

Master's Degree (enlisted): 29

Bachelor's Degree (officers): 25

Bachelor's Degree (enlisted): 191

Associate Degree (officers): 7

Associate Degree (enlisted): 136

Certificate/License (officers): 12

Certificate/License (enlisted): 46

FREE SERVICES AVAILABLE TO MARINES

Marines should be encouraged to go to their ESO for access to the following services to continue their off duty education goals:

- United Service Military Apprenticeship Program
- Montgomery GI Bill
- Post 9/11 GI Bill
- Defense Activity for Non-Traditional Education Support (DANTES)
- Pell Grants and other miscellaneous grants

TUITION ASSISTANCE (CONT'D)

1. United Service Military Apprenticeship Program - <https://usmap.cnet.navy.mil>

Purpose:

The USMAP provides a tool to document skills acquired while on active duty in the Marine Corps which lead to civilian recognitions and journeyman status in a trade or skill. In addition, it positively impacts readiness by providing an opportunity to improve personal and professional performance and encourage continuing educational advancement for Marines whose abilities and interests are in trade skills.

Background:

In 1977, the Marine Corps and the U.S. Department of Labor Bureau of Apprenticeship and Training established the Marine Corps Apprenticeship Program with 27 Military Occupational Specialties. On August 20, 1999 a Memorandum of Agreement was signed by Headquarters, U.S. Marine Corps and Chief, Naval Education and Training to consolidate the Marine Corps Apprenticeship Program and the Navy National Apprenticeship Program, thus forming the USMAP. On April 7, 2000, the Coast Guard joined with the Marine Corps and the Navy. The

"National Standards of Apprenticeship" were signed on April 11, 2000 by the Secretary of Labor, Secretary of Navy and Secretary of Transportation.

Of 300 enlisted Military Occupational Specialties, 257 are covered under USMAP trades/occupations employing apprenticeship. The USMAP is the largest apprenticeship program sponsor registered with the United States Department of Labor. It provides a total of 126 occupations.

Advantages of USMAP include:

- Encourages training that is compatible to civilian trades.
- Completion of program enhances employment opportunities while on active duty or separated.

USMC USMAP Stats for FY 2013:

Enrollments, 8,794

Completions, 693

2. No-cost Federal Emergency Management Agency (FEMA) Classes-

<http://Training.Fema.Gov/is/crslist.asp>

<http://training.Fema.Gov/emiweb/downloads/tranrqst1.PDF>

3. Montgomery GI Bill (MGIB) - Chapter 30 - www.gibill.va.gov

MGIB is a participatory educational assistance program which provides education and training opportunities for individuals who first entered active duty on or after July 1, 1985.

Effective May 1, 2001, active duty members, whose original education program is the MGIB program, are afforded the opportunity to make an additional contribution of up to \$600. This additional contribution will increase the current monthly benefit up to \$150 per month. This contribution must be made while the member is on active duty.

TUITION ASSISTANCE (CONT'D)

4. Post 9/11 GI Bill - Chapter 33

The Post 9/11 GI Bill is an education benefit program for Service members who served on active duty on or after 11 September 2001. The benefits are payable for education pursued on or after August 1, 2009.

5. DANTES - www.dantes.doded.mil

Background: The primary mission of Defense Activity for Non-Traditional Education Support, in support of education programs of the Military Services, is to provide nationally recognized examination and certification programs. The following programs are sponsored by DANTES:

- College Level Exam Program (CLEP) tests for college credits
- Undergraduate admission tests

- Certification
- Guidance
- Interest tests

A list of a few CLEP tests that are available at the installation Education Service Office:

- Social Sciences and History
- Natural Science
- Humanities
- College Mathematics
- College Composition Modular
- College Algebra
- Analyzing and Interpreting Literature
- History of the US I and II
- Information Systems and Computer Applications
- Introductory Psychology
- Introductory Sociology
- Principles of Management
- Spanish Language (Level I and II)

The examinations offered through the DANTES Examination Program are available to active duty and reserve components of the Marine Corps. Many are free of charge for active duty service members.

6. Servicemembers Opportunity Colleges - <http://www.soc.aascu.org/socmar/mcccp.html>

Marines are encouraged to select schools participating in College Consortiums, Degree Network Systems, or the Marine Corps Career College Program.

POINTS OF CONTACT

- Mr. Shawn Conlon, Branch Head, Marine and Family Programs Division, Headquarters, U.S. Marine Corps, Personal and Professional Development, 703-784-9550, shawn.conlon@usmc.mil
- Ms. Heather J. Hagan, PAO, Marine and Family Programs Division, Headquarters, U.S. Marine Corps, 703-432-9542, heather.hagan@usmc.mil

UNIT PERSONAL AND FAMILY READINESS PROGRAM (UPFRP) AND FAMILY READINESS OFFICERS (FROs)

BACKGROUND

The Unit Personal and Family Readiness Program (UPFRP) strengthens and fortifies Marines and their family members with an official unit communication venue; deployment support information and referral assistance with qualified helping professionals; increased socialization through unit sponsored events; and vital unit/installation/community connection.

TALKING POINTS

- Family Readiness is the ability of the individual Marine and their family to successfully balance life, career and mission events, through Active and Reserve service, and is directed by the unit's Family Readiness Command Team and supported by Marine Corps Community Services (MCCS) programs, training and other resources.
- The Family Readiness Command Team membership includes the unit Commander, SgtMaj, Senior Enlisted, Leadership Spouses, Family Readiness Officer (FRO), Deputy FROs, Executive Officer, Chaplain, Single Marine Program Representative and Command Team Advisor, Family Readiness Assistants (FRAs) and unit volunteers.
- The FRO serves as the unit's focal point in providing Marines and their families with an on-site referral and information capability that links Marines and their families to a multitude of MCCS programs and other resources (e.g. Marine Corps Family Team Building (MCFTB), Red Cross, Navy Marine Corps Relief Society (NMCRS), Chaplains, MCCS programs and other community based Department of Defense (DoD) and non-DoD organizations.
- The Marine Corps currently has 380 civilian FROs. Their duties include:
 - Official Communication. Defined as communication directly from or on behalf of the Commander that is disseminated to the Marine, spouse, family member, extended family member, or significant others through eMarine.
 - Readiness and Deployment Support. Training and education organized by the FRO and provided by MCFTB on rigors of a military lifestyle, family, career and mission events.
 - Information and Referral. Connect unit Marines and their families access to care, as appropriate MCCS, non-MCCS and/or community-based support organizations.
 - Volunteer Management. Coordinate unit family readiness volunteers in planning, coordinating and executing specific unit events.
- eMarine has more than 293,811 subscribers as of June 2, 2014. eMarine serves as a password protected, secure website that provides family members, Marines and commanders a safe way to receive information about the unit and communicate deployment information in a secure manner. Families can access documents, view photos and videos, participate in forums, and receive important information about their Marine's unit from anywhere in the world, 24/7. eMarine became available to all units throughout the Marine Corps in August 2012. In Fiscal Year (FY) 2013 on-going efforts for training sustainment and monthly support webinars for trainers and FROs will remain a high priority.

**UNIT PERSONAL AND FAMILY READINESS PROGRAM (UPFRP) AND FAMILY
READINESS OFFICERS (FROs) (CONT'D)**

RESOURCES/WEBSITES FOR MORE INFORMATION

- https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF/E_Family%20Readiness

POINTS OF CONTACT

- Ms. Ann Crittenden, Marine and Family Programs Division, Headquarters, Family Readiness Branch Head, 703-784-0296, ann.crittenden@usmc.mil
- Ms. Heather J. Hagan, Marine and Family Programs Division, Headquarters, PAO, 703-432-9542, heather.hagan@usmc.mil

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

- HQMC PA, 703-614-4309, ontherecord@usmc.mil

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

VICTIMS' LEGAL COUNSEL ORGANIZATION (VLCO)

MISSION STATEMENT

The Marine Corps Victims' Legal Counsel Organization is fully committed to provide legal advice and, when detailed, representation to victims of sexual assault and other crimes, and to protect victims' rights at all stages of the military justice process.

BACKGROUND

On 14 August 2013, the Secretary of Defense directed that each Service immediately implement a victim legal advocacy program to provide legal advice and representation to victims of sexual assault. He directed that each Service establish initial operating capability not later than 1 November 2013 and fully establish victim legal advocacy services by 1 January 2014. The Marine Corps Victims' Legal Counsel Organization (VLCO) stood-up on 1 November 2013 with four regional VLCO offices aligned with each of the four Legal Services Support Sections (LSSS), LSSS-West, East, Pacific, and National Capital Region (NCR). In addition, there are now VLCO offices located at MCRD Parris Island, MCAGCC 29 Palms, MCAS Miramar, and MCB Kaneohe Bay.

TALKING POINTS

- VLCO services are primarily intended for active duty military members and reservists on active duty who are victims of sexual assault; however, eligible victims of other crimes in violation of the Uniform Code of Military Justice (UCMJ) may also seek assistance from a Victims' Legal Counsel (VLC) under 10 USC §1044 and JAGINST 5800.7F (JAGMAN).
- A victim of sexual assault shall be informed and given the opportunity to consult with a VLC as soon as the victim receives assistance from a Sexual Assault Response Coordinator (SARC), Sexual Assault Prevention and Response (SAPR) Program or Family Advocacy Program (FAP) Victim Advocate, military criminal investigator, victim-witness liaison or coordinator, or trial counsel.
- Marine Corps VLC are judge advocates, who are highly qualified attorneys with military justice backgrounds, and who have completed a certified victims' advocacy course. The VLCO chain-of-command is functionally independent of convening authorities, staff judge advocates, LSSS OICs, trial counsel, and defense counsel. VLC are under the supervision of, and report to, the OIC, VLCO, who reports directly to the SJA to CMC.
- VLCO services will supplement, not replace, existing victim support services, including assistance currently provided by VWAP, SAPR Program, FAP, SARC, and Victim Advocates.
- Conversations between VLC and victims are privileged and confidential.
- VLC provide victims an overview of the military justice system, including: investigation of crimes; roles and responsibilities of the convening authority, trial counsel, defense counsel, and investigators; purpose of the Article 32 hearing; preferral and referral of charges; trial procedures; and evidentiary matters.

VICTIMS' LEGAL COUNSEL ORGANIZATION (VLCO) (CONT'D)

- VLC assist victims to understand legal options including: obtaining restraining orders and military protective orders; making Restricted versus Unrestricted reports of sexual assault; and obtaining testimonial or transactional immunity regarding collateral misconduct before testifying against the accused in the case.
- VLCs will ensure that victims are informed of existing rights provided under the UCMJ, Military Rules of Evidence (M.R.E.), and Rules for Courts-Martial (R.C.M.), specifically, right to be present at military justice proceedings (M.R.E. 615 and R.C.M. 806); right to provide victim's view to convening authority regarding initial disposition of an offense (R.C.M. 306); right not to be compelled to make statements or produce evidence when not material and tends to degrade the person (M.R.E. 303); right to attend and be heard regarding admissibility of sexual behavior or predisposition evidence in sexual assault cases (M.R.E. 412); psychotherapist-patient privilege (M.R.E. 513); victim advocate-victim privilege (M.R.E. 514); right to receive a copy of the Record of Trial when victim testified in case involving sexual assault (Article 54, UCMJ); and right to be heard through counsel in court-martial proceedings pursuant to LRM v. Kastenber, 72 M.J. 364 (C.A.A.F. 2013).
- VLC may represent victims of crime in the military justice process. Detailed VLC attend interviews of the victim by investigators, trial counsel, defense counsel, and others. They represent the interests of the victim in court by writing and arguing appropriate motions for relief.
- VLC solely represent the interests of the victim, even where those interests may be different than the Government's interest in prosecuting the accused in the case.

REFERENCES

- MARADMIN 583/13, Establishment of the Marine Corps Victims' Legal Counsel Organization (VLCO), 31 Oct 2013
- SECDEF Memo, Subj: Sexual Assault Prevention and Response, 14 Aug 2013
- 10 USC §1044, Legal Assistance
- 10 USC §1565b, Victims of Sexual Assault: access to Legal Assistance and Services of Sexual Assault Response Coordinators and Sexual Assault Victim Advocates

FOR MORE INFORMATION

- VLCO Public Site:
[http://www.hqmc.marines.mil/sja/Branches/VictimLegalCounselOrganization\(VLCO\)](http://www.hqmc.marines.mil/sja/Branches/VictimLegalCounselOrganization(VLCO))

POINTS OF CONTACT

- Col. Carol K. Joyce, Officer in Charge, Victims' Legal Counsel Organization, Judge Advocate Division, Headquarters Marine Corps, 703-693-9524, carol.k.joyce@usmc.mil
- Maj. J.C. Olson, Deputy Officer in Charge, Victims' Legal Counsel Organization, Judge Advocate Division, Headquarters Marine Corps, 703-955-1430, jahn.olson@usmc.mil

VMGR-152 TRANSFER FROM FUTENMA TO IWAKUNI

BACKGROUND: Marine Aerial Refueler Transport Squadron 152 (VMGR-152) will re-locate approximately 15 aircraft and approximately 800 personnel (including active duty, civilians and dependents) from MCAS Futenma, Okinawa, Japan to MCAS Iwakuni, Honshu, Japan between 1 June, 2014 and 30 September, 2014 in accordance with Defense Policy Review Initiative timelines set forth by the Secretary of Defense and U.S. Marine Corps Forces, Pacific. Full operational capability will be completed 1 April, 2015. These timelines are flexible and may shift forward or backward as necessary. The transfer of VMGR was one of many specified provisions agreed to lessen impact of U.S. forces on Okinawa. The transfer of VMGR-152 is a major milestone in our bilateral effort to realize tangible, realistic movement forward of the Special Action Committee on Okinawa (SACO) and DPRI agreements realign the presence and distribute the activities of U.S. forces in Japan.

The desired endstate is to normalize the transfer of VMGR-152 and to manage expectations by conveying that even though the transfer of the squadron will occur, the KC-130J aircraft will continue to use MCAS Futenma, Ie Shima, and aerial training areas in and around Okinawa for training, exercises, and in support of future operations, in part because ground forces of the Marine Air-Ground Task Force are based in Okinawa.

Public affairs posture for the transfer of VMGR-152 to MCAS Iwakuni and subsequent basing out of Iwakuni is active, as the official notification of the arrival of the squadron has occurred and has received concurrence from the mayor of Iwakuni.

STATEMENT:

VMGR-152 transfers to Iwakuni

Camp Foster, Okinawa, Japan – “On July 8, 2014, the first two KC-130J Super Hercules aircraft with Marine Aerial Refueling Squadron-152 (VMGR-152) will depart Marine Corps Air Station Futenma, and fly to MCAS Iwakuni. The movement of these two aircraft, along with the work over the past years to prepare facilities, and the work which will continue in the future to complete the move of the entire squadron, represents an important step in the implementation of the final report of the Special Action Committee on Okinawa (SACO final report) and the 2006 Roadmap. The transfer of VMGR-152 and the associated aircraft, equipment, personnel and dependents to Iwakuni marks continued progress as we work with the Government of Japan and the Okinawa Prefectural Government on this important effort.

This is a major step in the effort to realign the presence and distribute the activities of U.S. forces in Japan. We are confident the transfer will be beneficial to both U.S. forces and the people of Japan, and we are committed to appropriate steps to consolidate, realign, and reduce U.S. facilities in Okinawa consistent with the objectives of the Treaty of Mutual Cooperation and Security and the SACO final report.

The KC-130J squadron transfer is an appropriate step to consolidate, realign and reduce our impacts on Okinawa, and still effectively respond to crisis. The transfer of VMGR-152 benefits Japan in several ways, including a U.S. Marine Corps force posture in the Asia-Pacific that is more capable and more geographically distributed.

Due to Marine Corps' operational requirements and inter-related missions with our ground forces, KC-130J aircraft will still routinely fly into Okinawa regularly to provide proper training and support, perform exercises, and respond to crisis. Training is an essential requirement for pilots and crews to support the objectives of the Treaty of Mutual Cooperation and Security.”

VMGR-152 TRANSFER FROM FUTENMA TO IWAKUNI (CONT'D)

TALKING POINTS:

TP1. The transfer of VMGR-152 is an important step in the implementation of the final report of the Special Action Committee on Okinawa (SACO final report) and the 2006 Roadmap. We look forward to continued progress as we work with the Government of Japan (GOJ) and the Okinawa Prefectural Government (OPG) on this important effort.

TP2. The transfer of VMGR-152 will be a major step in the effort to realign the presence and distribute the activities of U.S. forces in Japan. We are confident the transfer will be beneficial to both U.S. forces and the people of Okinawa.

TP3. The KC-130J squadron transfer is an appropriate step to consolidate, realign and reduce our impacts on Okinawa, and still effectively respond to crisis.

TP4. Due to our operational requirements and inter-related missions with our ground forces, KC-130J aircraft will still routinely fly into Okinawa to provide proper training and support, perform exercises, and respond to crisis. Training is an essential requirement for pilots and crews to support the objectives of the Treaty of Mutual Cooperation and Security.

TP5. The KC-130J represents a tremendous capability, whether for HA/DR or contingency operations. VMGR-152's return to MCAS Iwakuni means a more responsive, centrally located capability for the U.S.-Japan Security Alliance and other regional nation partners.

TP6. The multi-role, multi-mission nature of the KC-130J, to include its ability to refuel every aircraft within the USMC inventory, to land in extremely austere environments in all areas of the world and to carry significant amounts of materiel and personnel, make it an invaluable and strategic asset to the U.S.-Japan Security Alliance.

ADDITIONAL SOURCES:

<http://www.marinecorpstimes.com/article/20131214/NEWS08/312140007/>

POINT OF CONTACT: Capt. Caleb Eames, III MEF/MCIPAC Public Affairs, Com: 011-81-80-2737-5430, DSN: 315-645-0785, caleb.eames@usmc.mil.

WOUNDED WARRIOR REGIMENT

TALKING POINTS

- Taking care of our wounded, ill and injured and their families is a responsibility the Corps takes seriously. Whether our nation is in peace time or at war, the WWR will continue to care for our WII Marines who have sacrificed so much.
- Founded in 2007, the Wounded Warrior Regiment (WWR) is the official U.S. Marine Corps command charged with providing non-medical recovery care to wounded, ill and injured (WII) Marines.
- The WWR is an official Marine Corps unit; however, WWR does facilitate participation of WII Marines and veterans in events hosted by charitable non-federal entities, as well as connecting WII Marines and veterans to charitable non-federal entities that provide additional assistance to aid in their recovery.
- The WWR's headquarters element, located in Quantico, Va., commands the operations of two Wounded Warrior Battalions (WWBn) located at Camp Pendleton, Calif., and Camp Lejeune, N.C., as well as multiple detachments around the globe.
- The WWR provides and enables assistance to WII 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 Marine Corps takes care of its own and the WWR is our Corps' testament to "Keeping Faith" with our WII Marines.
- The WWR provides and enables assistance to all WII Marines, both combat and non-combat related wounds, illnesses, or injuries.
- In order to set the best climate for recovery, WWR focuses on supporting and strengthening the mind, body, spirit, and family of each Marine to promote balanced and total healing that enhances the recovery process.
- The WWR ensures continuity of care by enabling assistance and support for our transitioning WII Marines through our District Injured Support Coordinators and the Sgt. Merlin German Wounded Warrior Call Center as they integrate into the Veterans Affairs system and civilian life.
- The WWR official unit website, www.woundedwarriorregiment.org, serves as a resource center for WII Marines, veterans, their family members and caregivers providing facts sheets and resources to support their individual needs.

CALL CENTER/CONTACT CENTER

- The Sgt. Merlin German Wounded Warrior Call Center (WWCC) makes outreach calls to offer assistance on a wide variety of issues and receives calls on a 24/7 basis, including weekends and holidays.

WOUNDED WARRIOR REGIMENT (CONT'D)

- Assistance is provided on matters, such as service disability ratings, medical care, employment, counseling, and benevolent organizations for WII Marines and their families/caregivers WWBn-East in Camp Lejeune, N.C. and WWBn-West in Camp Pendleton, Calif. both operate contact centers that reach out to active duty WII Marines who remain with or have returned to their parent commands.
- Wounded Warrior Battalion contact centers monitor the recovery of WII Marines and provide information on new programs and/or resources that would benefit them.

DISTRICT INJURED SUPPORT COORDINATORS (DISC)

- DISCs are an integral part of the WWR command structure, located throughout the United States, providing support to WII Active Duty and Reserve Marines as they transition to Veteran status.
- DISCs are WWR representatives in the civilian community. They provide support and problem resolution, including non-medical care management.
- The DISC program provides a variety of services, including non-medical care in which the goal is to return adjusted WII Marine veterans to their communities who have the knowledge and skills to self-advocate and help other WII Marines.
- DISCs are strategically placed with or near Veterans Integrated Service Network (VISN) locations. VISNs include medical centers, vet centers and outpatient clinics offering primary and specialized care. This close proximity allows for direct coordination and resource sharing between the DISCs and VA health care providers.

MEDICAL SECTION

- The WWR Medical Section, includes the Regimental Surgeon, Mental Health Advisor, Nurse Case Manager, Psychological Health Coordinator, Traumatic Brain Injury (TBI) Coordinator, and Licensed Clinical Consultants, and provides medical subject matter expertise, advocacy, and liaison to the medical community.
- Medical Cell personnel are knowledgeable advocates who establish a relationship with WII Marines and their families to collaborate with both medical and nonmedical team members in the areas of advocacy, coordination, education, and screening.

RECOVERY CARE COORDINATION

- Recovery Care Coordinators (RCC) are one of the first non-medical points of contact a WII Marine and their family will have with a Marine Corps support network. RCCs help ensure a smooth transition back to full duty or to the civilian community.
- RCCs serve as the WII Marine's point of contact to help them define and meet their individual goals for recovery, rehabilitation, and reintegration. The RCC identifies services and resources needed to help WII Marines achieve these goals.

WOUNDED WARRIOR REGIMENT (CONT'D)

- The RCC assists in developing a Comprehensive Recovery Plan (CRP). The CRP is a Marine's roadmap that captures a WII Marine's and family's needs, translates those into concrete goals and then provides specific, actionable steps to meet those goals.

TRANSITION SUPPORT

- The WWR Transition cell provides assistance and guidance to WII Marines to enable a successful transition back to duty or civilian life.
- The WWR Transition cell connects wounded, ill and injured Marines with government and private employers, assists them with identifying education and job training resources, as well as providing interview, resume, and job application support.

WARRIOR ATHLETE RECONDITIONING PROGRAM (WAR-P)

- The Warrior Athlete Reconditioning Program (WAR-P) provides activities and opportunities for WII Marines to train as athletes, while increasing their strength so they can continue with military service or develop healthy habits for life outside the service.
- The Wounded Warrior Regiment's detachments offer additional sports and programs by partnering with local organizations. These programs may include surfing, rock climbing, horseback riding, kayaking, etc.
- WAR-P tactics focus on three steps:
 1. Implement healthy nutritional habits and maintain the physical conditioning expected of a warrior.
 2. Participate in regional training camps and local events and competitions to improve skills and prepare for achievement of their ultimate goal.
 3. Accomplish their ultimate athletic achievement. This is a culminating event in which they achieve a significant athletic goal.

MARINE CORPS TRIALS

- The Marine Corps Trials is an 8-sport invitational involving 4 competing teams – WWBn-East team, WWBn-West team, WII Marine Veteran team, and an international team comprised of wounded warriors from around the world. The Trials will take place March 2-14, 2014 at Marine Corps Base Camp Pendleton, California.
- Active duty, reserve, and veteran Marines as well as military representatives from allied nations will have the opportunity to compete in an eight-sport competition to include archery, shooting, wheelchair basketball, sitting volleyball, swimming, cycling, track, and field events.
- The Marine Corps Trials will take place March 4-12, 2014 at Marine Corps Base Camp Pendleton, California.
- The Marine Corps Trials is an 8-sport invitational involving 4 competing teams – WWBn-East team, WWBn-West team, WII Marine Veteran team, and an international team comprised of wounded warriors from around the world.

WOUNDED WARRIOR REGIMENT (CONT'D)

- Athletes will have the opportunity to compete in an eight-sport competition to include archery, shooting, wheelchair basketball, sitting volleyball, swimming, cycling, track, and field events.
- The international team is comprised of wounded warriors from Australia, Canada, Colombia, France, Georgia, Germany, the Netherlands, New Zealand, and the United Kingdom.
- The purpose of the Marine Corps Trials is to provide an opportunity for all wounded, ill, or injured Marines to further the rehabilitation of their minds, bodies, and spirits through competition and camaraderie.
- More than 50 world-class coaches will be on hand to train and coach the participants beginning March 4, 2014.
- Event competitions begin on March 7 and continue through March 12, 2014.
- The Marine Corps Trials are open to the public. Parking and admission are free. Non-military spectators need to bring a valid driver's license and registration. All visitors must enter Camp Pendleton using the far right visitor lanes at each gate.

WARRIOR GAMES

- The Warrior Games are a Paralympic-sport competition for over 200 WII service members and veterans. The Warrior Games take place each year at the Olympic Training Center and the Air Force Academy in Colorado Springs, Colo.
- The All-Marine team competes against teams from the Army, Navy/Coast Guard, Air Force, Special Operations, and the British Allied Team.
- Gold, silver, and bronze medals are awarded to first, second, and third place winners in their respective physical categories and team events. The Chairman's Cup is awarded to the best overall performances (based on total points accumulated) by a team.
- The All-Marine Team has won the Chairman's Cup every year since the Warrior Games began in 2010.

COMMON ACRONYMS

- WWR – Wounded Warrior Regiment
- WWBn – Wounded Warrior Battalion
- WII – wounded, ill, and injured
- WWCC – Sgt. Merlin German Wounded Warrior Call Center
- RCC – Recovery Care Coordinator
- DISC – District Injured Support Coordinator
- WAR-P – Warrior Athlete Reconditioning Program

WOUNDED WARRIOR REGIMENT (CONT'D)

FOR MORE INFORMATION AND RESOURCES

- www.woundedwarriorregiment.com
- www.facebook.com/wwr.usmc
- www.twitter.com/usmcwwr
- <http://www.dvidshub.net/unit/MCWWR>

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