

MARINE CORPS COMMUNICATION PLAYBOOK



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- Rotational Presence in Norway
- Marine Corps Force Integration Plan

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- Personal Finance
- Ready Emergency Preparedness
- Rotational Presence in Norway
- Sea Dragon 2025
- Transgender Policy

POINT OF CONTACT:

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

AMPHIBIOUS COMBAT VEHICLE

BACKGROUND

Some audiences are not informed about Marine Corps infantry mobility requirements and existing capability gaps and how a complementary system of capabilities, which includes the Amphibious Combat Vehicle (ACV), provides the most robust and flexible capability solution for the evolution of amphibious operations.

The Marine Corps will, in the near term and through a phased and incremental modernization approach, field an ACV to provide protected mobility for our infantry units throughout the varied terrain mixes in the littorals.

The ACV will be an advanced generation eight-wheeled armored personnel carrier that can operate effectively in ground combat element-based maneuver task forces and will provide a balance of performance, protection and payload. The ACV will be amphibious. However, the first phase of 204 vehicles may rely on surface connectors to conduct ship-to-shore movement, while the Marine Corps validates the launch and recovery of a wheeled vehicle from amphibious ships. The second phase of approximately 490 vehicles will build on knowledge gained and will be a complete ship-to-objective capability.

Risk over the midterm will be mitigated through survivability and sustainment upgrades to our current self-deploying Amphibious Assault Vehicles (AAV) to extend their service life through 2035.

In a longer term effort, in concert with the Navy, the Marine Corps will continue to explore capabilities that better enable high-speed, extended range surface littoral maneuver from ship-to-objective.

Video: <http://www.mccdc.marines.mil/Resources/AmphibiousCombatVehicle/ACVVideo.aspx>

TALKING POINTS

TP1. The evolution of operational maneuver from the sea (OMFTS) and ship to objective maneuver (STOM) requires developing a complimentary portfolio of capabilities within the [Ground Combat and Tactical Vehicle Strategy](#) (GCTVS) and Connector Strategy. The ACV is designed to fill current protected mobility capability gaps within the portfolio of capabilities.

TP2. As a bridge to the ACV, which could be introduced into the operating forces by the end of FY 20, the decision has been made to sustain and upgrade about a third of the AAV fleet.

TP3. The ACV program has moved into the next phase of the acquisition cycle and will start receiving prototypes from two vendors in the 2nd Quarter, FY17 to begin the testing process.

QUESTIONS & ANSWERS

Q1. Is the decision to acquire the ACV moving away from the Marine Corps service-defining capability of transitioning from ship to shore and conducting forcible entry?

A1. No. However, the need to modernize the service-defining capability of transitioning from ship to shore and conducting forcible entry and surface assault is unquestioned. Initial indications are that ACV prototypes developed by industry have a swimming capability equal to an AAV. However, this will need to be tested by the Marine Corps.

AMPHIBIOUS COMBAT VEHICLE (CONT'D)

High water speed (HWS) remains an important capability. The Marine Corps, through the Marine Corps Warfighting Lab, is working closely with the Office of Naval Research to pursue technology that may enable this capability without unacceptable trade-offs. ACV 2.0 serves as a conceptual placeholder (a planning construct) for a future HWS decision around 2025. At that time, with the knowledge gained from the fielding and deployment of ACV 1.1 and 1.2, the state of the naval connector strategy and research and development work in support of a HWS capability will aid in an informed decision regarding this desired capability.

Q2. What is the Amphibious Combat Vehicle Phase 1, Increment 1 (ACV 1.1)

A2. The ACV 1.1 program is an 8 x 8 wheeled, armored amphibious combat vehicle that will be the primary means of tactical mobility for the Marine rifle squad. ACV 1.1 will support expeditionary mobility capability and capacity with balanced levels of performance, protection and payload. It will be capable of utilizing water obstacles, including the sea within the littoral operating area, as maneuver space. This tactical level of water mobility will enable shore-to-shore maneuver and complement the operational (ship-to-shore) capability of the AAV7A1. ACV 1.1 will reach initial operational capability in 2020.

Q3. Why have you chosen to go with a wheeled vehicle when you previously said a tracked vehicle was desired?

A3. A combination of tactical, technical and budgetary factors led us to this decision. With that said, 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)
- 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

Q4. What is being procured?

A4. The ACV 1.1 contracts will procure 16 Engineering, Manufacturing and Development (EMD) Vehicles from two (2) prime Contractors. In addition to procurement of the vehicles, the contract includes all services associated with manufacturing, engineering, logistics and program support through FRP. If all options are exercised, the total contract period of performance will be approximately eight (8) years.

Q5. What will happen to the AAV?

A5. The AAV and ACV are complementary capabilities. 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 operating forces beginning in FY 19.

AMPHIBIOUS COMBAT VEHICLE (CONT'D)

Q6. What impact will a wheeled ACV have on amphibious shipping and surface connectors?

A6. The concept of employment for ACV places a premium on using enablers like the mobile landing 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. Over the longer term, we will continue to exploit opportunities to innovate via other surface platforms and pursue non-traditional 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.

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AMPHIBIOUS INTEROPERABILITY

BACKGROUND

[Not for release] A series of media reports recently highlighted the Marine Corps' exploratory efforts to create more maritime flexibility to offset a lack of amphibious shipping in the European theater. Specifically, the articles highlight the Marine Corps' work with allied nations to examine the possibility of embarking and deploying Marine Forces and equipment aboard allied ships. This type of interoperability training is not new to the Marine Corps – we have done interoperability training for decades to enable more seamless combined operations should a crisis occur. As this issue crosses both service and operational chains, the guidance in this document represents the official Marine Corps communication points regarding the Allied Maritime Basing Initiative, which may differ slightly from the perspective of a combatant commander.

TALKING POINTS

TP1. Allied ships will not supplant the freedom of action and flexibility offered by U.S. amphibious ships. Marine Forces Europe/Africa's ongoing training with NATO amphibious ships represents continued experimentation, security cooperation, and relationship building to make us better prepared for world events. The Navy and Marine Corps will continue to support this prudent planning to improve shared maritime capabilities and add options for the geographic combatant commanders. This type of innovation is aligned with the tenets of the recently signed U.S. maritime strategy, Cooperative Strategy 21.

TP2. Adapted from Cooperative Strategy 21: The amphibious capabilities provided by the Navy-Marine Corps team, especially those that are forward postured, have long played a key role in enabling overseas access for missions across the range of military operations. Because all nations share in the collective benefits of maritime security, it is a promising area for expanded cooperation with our allies and partners. Through multinational exercises and training, the ability to operate with partner nations improves, ensuring more seamless multi-national operations should a crisis arise. This function supports the Navy and Marine Corps' missions of defending the homeland, protecting maritime commons, and strengthening partnerships.

TP3. Based on our Force Structure Assessment, the current demand signal from combatant commanders would require 54 amphibious ships. To provide the appropriate amount of lift to support operational plans, the Marine Corps requires 38 amphibious ships. Currently, there are 30 amphibious ships in the fleet. With the current fiscal restraints the Navy and Marine Corps accept risk with a plan for 33 amphibious ships with a potential projection of 34.

TP4. For decades, the Marine Corps has conducted amphibious interoperability training with allies and partners to develop their organic capability and our ability to operate with them should a crisis occur. We currently conduct amphibious training with Japan, Australia, Republic of Korea, Thailand, the Philippines, the United Kingdom, France, the Netherlands, Italy, and Spain. While developing the capability to operate more seamlessly with our allies remains a priority, the Marine Corps is primarily seeking to maximize a variety of amphibious capabilities and options. To clarify: the Marine Corps must retain the capability to respond immediately to threats to our Nation's security. For the Marine Corps, this translates to investigating Allied Maritime Basing Initiatives while retaining the maritime flexibility offered by U.S. amphibious ships.

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MARINE CORPS AVIATION SAFETY

BACKGROUND: In FY16, the Marine Corps flew more than 240,000 flight hours and suffered eight Class A flight mishaps. This does not include the June 2 Blue Angels mishap which resulted in the death of Capt. Jeff Kuss (USMC). In FY17, the Marine Corps has flown more than 18,000 flight hours as of 27 October and suffered three Class A flight mishaps.

- 18 Oct 2016: A UH-1Y from HMLA-367 struck a wire while conducting training at Schofield Barracks, HI. The aircrew conducted a precautionary emergency landing and there were no injuries
- 20 Oct 2016: A CH-53E from HMH-465 contacted a building in a closed off training area with its main rotor while conducting a training mission in support of the Weapons and Tactics Instructor course near Yuma, AZ. There were no injuries.
- 25 Oct 2016: A pilot in an F/A-18C from VMFA-251 ejected safely during landing at the 29 Palms Expeditionary Landing Field (California). There were no injuries, but the aircraft suffered catastrophic damage.

TALKING POINTS

TP1. Our most valued asset is the individual Marine. The Marine Corps remains committed to ensuring the safety of our aircrews and the air worthiness of all our aircraft. Our governing safety directives encourage the identification of hazards and the correction of discrepancies to ensure operational readiness. By its very nature, there will always be inherent risk in military aviation. The Marine Corps utilizes highly reliable aircraft, extensively trains pilots, maintainers and aircrew, conducts exhaustive maintenance, and at every step puts in place safeguards and precautions to ensure a high degree of aviation safety.

TP2. In FY-15 the Marine Corps experienced seven Class A flight mishaps over approximately 247,160 flight hours. The Class A Flight Mishap rate was 3.24 per 100k flight hours. This rate has been revised upward from 2.83 due to repair costs on a Class B mishap that exceeded estimates and crossed the \$2 million threshold.

TP3. In FY16, the Marine Corps has flown more than 240,000 flight hours and suffered eight Class A flight mishaps. This does not include the June 2 Blue Angels mishap which resulted in the death of Capt. Jeff Kuss (USMC).

TP3. Broken down by fiscal year, annual Marine Corps Class A flight mishap rates, per 100,000 flight hours, remain low. Please note, previous versions of this briefing card reported Class A mishap rates for all aviation mishaps, this data is for flight mishaps only and are the rates most commonly used in Congressional testimony and publicly provided to the Naval Safety Center:

USMC Class A Flight Mishap Rates are:

FY11 = 2.36

FY12 = 2.15

FY13 = 3.60

FY14 = 1.90

FY15 = 3.24

FY16 = 3.28 as of September 30

AVIATION SAFETY (CONT'D)

By Platform Class A Mishap rate per 100,000 flight hours since FY 11, as of 30 September 2016:

KC-130 = 0.00
F/A-18 (A&C) = 5.63
F/A-18D = 1.30
AH-1W = 0.74
AH-1Z = 0.00
CH-53E = 3.73
EA-6B = 3.40
MV-22B = 3.44
AV-8B = 6.03
UH-1Y = 3.73

Average Class A FM rate across all platforms FY12-FY16 = 2.80; the mishap rates remain roughly at average throughout the past five years.

*Note: rates for FLIGHT mishaps only (intent for flight, and damage to the aircraft), do not account for flight-RELATED mishaps (something falling from aircraft, for example), or aviation ground mishaps (damage/injury while on ground without intent for flight). This data is current as of 01 Oct 2016.

To calculate a Class A mishap rate per 100,000 flight hours multiply the number of Class A flight mishaps (as defined above) by 100,000, then divide by the number of flight hours flown.

The mishap rate per 100,000 flight hours is constantly shifting as more flight hours are accumulated.

The Marine Corps rigorously investigates all aviation mishaps to identify the causes, learn from them, and rectify the problems that occurred: as applicable, this includes aircraft software and hardware modifications, updated training, and revisions to publications and regulations.

Mishap Classification

Mishaps are classified by severity classes based on damage (cost) or injury (3750.6S Para. 313). Mishap subcategories are defined in Para. 314 as Flight Mishap (intent for flight existed when the damage/injury occurred), Flight-related mishap (intent for flight existed, but no damage to the aircraft itself, but damage or injury to someone/something else), and Aviation Ground Mishap (no intent for flight at the time of the mishap). Intent for flight is defined in Para. 307 of OPNAV 3750.6S.

OPNAV 3750.6S, Para. 315 categorizes Naval Aviation Mishaps by type for tracking purposes. For example, hard landings are classified under "Airfield Operations" mishaps. "CFIT (controlled flight into terrain)" category applies to any collision during flight prior to planned touchdown, if the aircraft was under control of the pilot.

AVIATION SAFETY (CONT'D)

QUESTIONS AND ANSWERS

Q1: What are the types and classes of aviation mishaps?

A1: There are several types of aviation mishaps: flight mishaps, where there is an intent for flight, defined as power being at takeoff rating, with brakes released; flight-related mishaps, where there is damage to government property external to the airframe (i.e. something falls off an aircraft); and aviation ground mishaps, where there is no intent for flight but damage to an aircraft. Moreover, aviation mishaps are further categorized by class: Class A mishaps result in death or permanent disability to a service member, and/or more than \$2 million in damage to the aircraft; Class B mishaps result in between \$2 million and \$500,000 in damages or partial permanent disability to a service member; and Class C mishaps result in between \$500,000 and \$50,000 in damages or more than three lost work days due to injury.

Q2: Is the Marine Corps' mishap rate rising, falling or remaining the same?

A2: The Marine Corps' Class A mishap rate has seen a slight increase.

Q3: How does the Marine Corps' aviation safety record compare to others?

A3: While it is not possible to compare Marine Corps mishap rates to civilian aviation or other services' aviation mishap rates due to the wide range of missions Marine aviation carries out and variety of aircraft types, the Marine Corps has a solid, safe record based on rigorous pilot and aircrew training and thorough aircraft maintenance.

Q4: What is the investigation process for aviation mishaps?

A4: For Class A mishaps, an investigation board is composed, consisting of an O5-or-above graduate of the Naval Safety Center's Aviation Safety Course, from outside the mishap unit, as the senior member, an investigator from the Naval Safety Center, operations and maintenance representatives from the mishap unit, a flight surgeon and other subject matter experts as required. The board has 30 days to submit its report, although extensions can be granted, and spends the time reviewing available information, conducting interviews, site surveys and engineering investigations as necessary, and compiling the report, to include recommendations for future use. The report is submitted for endorsement through the chain of command, recommendations are decided upon, and the investigation is ultimately closed out by the Naval Safety Center.

Q5: How does the process work when a pilot finds and reports a discrepancy?

A5: If a pilot finds a discrepancy prior to a flight, the pilot will initiate a maintenance action form. This is electronically entered into a maintenance discrepancy reporting system. If the discrepancy puts the aircraft in an unsafe-for-flight status, the aircraft then is out of flight status until the discrepancy is corrected.

AVIATION SAFETY (CONT'D)

Q6: There have been several incidents with Marine Corps aircraft recently. What safeguards are in place to ensure this doesn't happen again?

A6: There will always be inherent risk in military aviation. The Marine Corps recognizes this risk and utilizes highly-reliable aircraft; extensively trains pilots and aircrew; conducts exhaustive maintenance; and ensures safeguards are in place as precautions to mitigate that risk as much as possible.

Q7: What would call for a safety stand down?

A7: The decision to hold aviation safety stand-downs are enacted at the discretion of the commanding officer as a result of the determination of cause and broader lessons learned from past experiences.

Q8: How does the number of Marines killed this year relate to previous years?

A8: The number of Marines who have lost their lives in aviation-related mishaps by year over the past five calendar years:

CY-11: 7

CY-12: 15

CY-13: 0

CY-14: 2

CY-15: 19

CY-16: 14

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BLACK SEA ROTATIONAL FORCE 16.2

BACKGROUND

The Black Sea Rotational Force began in 2010 to form a Security Cooperation Marine Air-Ground Task Force. The forward postured troops' ability to conduct military-to-military engagements with partner nations in Eastern Europe while providing a crisis response capability made it an essential year-round mission to U.S. European Command (EUCOM).

THEMES AND MESSAGES

Maintain Enduring Partnerships: Partnerships formed from multinational exercises and military-to-military training engagements are crucial in dealing with regional issues and keeping peace in the Eastern European region.

Building Partner Capacity: A rotational U.S. presence 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.

Promote Regional Stability: With its flexibility and versatility, Black Sea Rotational Force is ideally suited to carry out security cooperation efforts and a wide range of other missions.

TALKING POINTS

TP1. The Marine Corps remains engaged in building partner capacity and interoperability with our allies and partners in the Black Sea region.

TP2. The multinational integration into Platinum exercises continues to grow, and the role of Romania and Bulgaria as host nations for those exercises has been, and will continue to be, key.

TP3. In 2017, we are on a path towards some adjustments in our force posture. We will transition the persistent presence at Novo Selo Training Area in Bulgaria to the U.S. Army. The Combined Arms Company will redeploy either to CONUS or other locations in theater. Our presence at Mihail Kogălniceanu will adjust as part of the force shifts to focus on the Nordic/Baltic region. However, we will continue to maintain a strong presence of Marines at MK, focused on the Black Sea region allies and partners--maintaining the strong relationships we've built over the last six years.

TP4. COMMARFOREUR is working with both the Commandant and with COMUSEUCOM to determine the best posture for the Marine Corps to support EUCOM's mission. This decision requires coordination at multiple levels, and also involves the U.S. State Department, as well as ally governments. No decision has been made yet on the best use of Marines to accomplish EUCOM requirements.

QUESTIONS AND ANSWERS

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

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

BLACK SEA ROTATIONAL FORCE 16.2 (CONT'D)

Q2. What kind of unit are you bringing to the region?

A2. The Black Sea Rotational Force is comprised of approximately 500 Marines and sailors from 1st Battalion, 8th Marine Regiment, 2nd Marine Division from Marine Corps Base Camp Lejeune, N.C., along with other augments from II Marine Expeditionary Force. The Combined Arms Company brings an additional approximate 160 Marines to the region.

Q3. What can you tell us about the purpose and objectives for BSRF-16?

A3. The purpose of Black Sea Rotational Force 16 is to conduct targeted security cooperation activities with partner-nations in the Black Sea, Balkan and Caucasus regions in order to enhance our professional military capacity and increase interoperability. We are bolstering our relationships with partner nations so we can collectively address common security challenges in the region.

Q4. When does the rotation start and how long will it last?

A4. Marines assigned to BSRF-16.2 began arriving in Eastern Europe in July 2016 and are expected to return to Marine Corps Base Camp Lejeune early in 2017.

Q5. Which countries are participating?

A5. BSRF-16.2 is scheduled to engage with more than 15 countries to include: Romania, Bulgaria, Norway, Slovenia, Macedonia, Serbia, Estonia, Lithuania, Hungary, Poland, Moldova, and Bosnia.

ADDITIONAL SOURCES:

<http://www.defensedeptrelease.gov/releases/>

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

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BLENDED RETIREMENT

BACKGROUND

The Blended Retirement System (BRS) blends the traditional, 20-year cliff-vested defined benefit annuity, similar to the existing Uniformed Services' legacy retirement systems, with a defined contribution plan that allows Service members to contribute to a portable Thrift Saving Plan (TSP) account while also receiving government contributions to that account. The BRS is expected to provide retirement benefits for the majority of Service members, including those who serve fewer than 20 years. **The BRS goes into effect on January 1, 2018.**

ADDITIONAL INFORMATION

In anticipation of the new system, the DoD has begun work on three courses: (1) a leader overview of the blended retirement system (fielded in June 2016); (2) a course focused on those Service members with less than 12 years of service as of December 31, 2017 who will be eligible to opt-into the BRS (course expected by January 1, 2017); and (3) a course for new accessions who enter the force on January 1, 2018 and beyond who will be under the new blended system (fielded by January 1, 2018). The courses targeted at those eligible to opt-in, as well as the new recruits, will include calculators so that Service members can make comparisons between the old and new retirement systems. The courses will also take into account unique aspects for both the active and reserve components.

KEY MESSAGES

- Blended Retirement will benefit the entire force. Currently, approximately 81% of servicemembers who join the military leave with no retirement benefit. Under the BRS, about 85% of servicemembers will receive a retirement benefit, even if they don't qualify for full retirement.
- The Blended Retirement System allows the servicemember to benefit from the power of compounding interest through the government contributions to the Thrift Savings Plan.
- Increased financial education and training will be essential to help Marines make wise financial decisions. New courses are expected by January 2017 and will include calculators for comparison.
- Every Marine is strongly encouraged to access this training either online via Joint Knowledge Online or in person via the installation Personnel Financial Management office.

RESOURCES

- DoD Blended Retirement System Resource Webpage: <http://militarypay.defense.gov/BlendedRetirement>
- MARADMIN 297/16 (Leader Training regarding the Blended Retirement System)
- http://jko.jten.mil/courses/brs/leader_training/Launch_Course.html (Leader Training to Introduce the Blended Retirement System) – or – <http://www.militaryonesource.mil>.
- Installation Personal Financial Management (PFM) personnel are prepared to provide the overview material in face to face briefings to units and individuals.
- Social Security Retirement Planner: <https://www.ssa.gov/planners/retire/agereduction.html>

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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.hqj.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 Nov. 20, 2014, ATSDR's study article "Evaluation of contaminated drinking water and preterm birth, small for gestational age, and birth weight at Marine Corps Base Camp Lejeune, North Carolina: a cross-sectional study" was released.

The purpose of this study was to evaluate associations between residential prenatal exposure to contaminated drinking water at Camp Lejeune between 1968 and 1985 and preterm birth, small for gestational age (SGA), term low birth weight (TLBW), and mean birth weight deficit (MBW). Birth certificates identified mothers residing at Camp Lejeune at delivery. ATSDR analyzed exposure data for the entire pregnancy and individual trimesters. For each period examined, births were categorized as unexposed if mothers did not reside at Camp Lejeune or if their residence on base received uncontaminated drinking water.

The Provisional PDF and ATSDR's factsheet that include results of the study can be viewed here: <http://www.atsdr.cdc.gov/sites/lejeune/AdverseBirthOutcomesStudy.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.

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.

CAMP LEJEUNE HISTORIC DRINKING WATER (CONT'D)

TALKING POINTS

TP1. The health and welfare of our Marines, Sailors, their families and our civilian workers are top priorities for the Marine Corps.

TP2. The current drinking water at Camp Lejeune meets all government drinking water standards and is tested more often than required.

TP3. 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.

TP4. 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.

TP5. 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.

TP6. 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.

FOR MORE INFORMATION

[Official Camp Lejeune Historic Drinking Water Website](#)

[ATSDR Camp Lejeune Website](#)

[VA Health Benefit Information](#)

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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.

COOPERATIVE STRATEGY 21

“This necessary review has affirmed our focus on providing presence around the world in order to ensure stability, build on our relationships with allies and partners, prevent wars, and provide our Nation’s leaders with options in times of crisis.”

“A Cooperative Strategy for 21st Century Seapower builds on the heritage and complementary capabilities of the Navy-Marine Corps-Coast Guard team to advance the prosperity and guarantee the security of our Nation.” – Ray Mabus, Secretary of The Navy

CORE MESSAGES

- Highlights importance of maritime domain (integrating air, land and sea and leveraging cyber and space domains).
- Introduces new essential function -- *all domain access* -- and aligns forces and capabilities against regional threats.
- Identifies a naval force as the enabler for access when and where we choose.
- States that our naval forces are stronger when we operate together with allies and partners. Merging our unique capabilities and capacity produces a combined naval effect greater than the sum of its individual parts.
- Defines naval forces as a value to the Nation and its security.
- Emphasizes readiness and offensive capability.
- Reaffirms that maritime forces enable the Nation to provide global security and rapidly respond to crisis throughout the world.

NAVAL INTEGRATION

- Highlights two national principles: 1) forward presence 2) integrated naval forces.
- Guides efforts to remain a capable and combat ready naval force by implementing principles with service-specific documents (i.e. Marine Corps’ Expeditionary Force 21 and Marine Expeditionary Brigade Concept of Operations) and classified supplements.

A2AD

- Introduces a fifth essential function -- *all domain access*. The Sea Services have historically organized, trained, and equipped to perform four essential functions: deterrence, sea control, power projection, and maritime security.
 - All domain access describes how we will organize, train, and equip to gain access to areas and operate freely to complete the mission.
 - All domain access describes the ability to project military force in contested areas with sufficient freedom of action to operate effectively.
 - All domain access describes the maritime /littoral environment as an integrated whole. The naval force can fight across an integrated domain of sea-air-land-cyber-space to shape the environment and lead the fight to gain access for the Joint Force Commander.
 - Identifies challenge to become more offensively capable to defeat the system rather than defensively countering individual weapons.

COMPOSITING

- Directs conducting sea control and power projection in a more distributed fashion in littoral environments. This includes employing forward deployed and surge expeditionary forces that are task-organized into a cohesive amphibious force in order to provide scalable options to defeat land-based threats, deny enemy use of key terrain, or establish expeditionary advance bases and oceanic outposts as described in CPG and Expeditionary Force 21.
- Serves an integral part of GCCs strategic reach and operational capability by emphasizing the ability to organize and equip and exercise command and control of joint and multinational task forces, ready to respond to crises or contingencies.

COOPERATIVE STRATEGY 21 (CONT'D)

AMPHIBIOUS SHIPS

- In January 2009, the Chief of Naval Operations and Commandant of the Marine Corps established a requirement for 38 amphibious warships to support the assault echelons of two Marine Expeditionary Brigades.
- The “Report to Congress on the Annual Long-Range Plan for Construction of Naval Vessels for Fiscal Year 2016,” dated March 2015, states that the Navy will maintain an active inventory of 34 amphibious ships.
- Makes clear that sequestration-level funding would force a decrease in forward presence and reduce surge-ready CSGs and ARGs to an insufficient level to meet planning and strategic requirements.

ALTERNATIVE EMPLOYMENT OF NAVAL PLATFORMS

- Expands the practice of employing adaptive force packages, which tailor naval capabilities to specific regional environments, ensuring that our assets are located where they are most needed...so that more capable ARG/MEUs and CSGs are available for complex missions in other theaters.
- Emphasizes the use new multi-mission vessels such as the Littoral Combat Ship, Joint High Speed Vessel and Afloat Forward Staging Base (AFSB) to support security cooperation, counterterrorism, expeditionary operations, minesweeping and Special Operations Forces.

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DEFENSE POLICY REVIEW INITIATIVE (DPRI)/PACIFIC REALIGNMENT

BACKGROUND

April 26, 2012, 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

TP1. The U.S.-Japan alliance is stronger than ever and is the cornerstone of regional security and prosperity.

TP2. The alliance is flexible to adapt to new U.S. initiatives and changing circumstances while maintaining deterrence.

TP3. 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.

TP4. 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.

TP5. Some 9,000 Marines will be relocated from Okinawa, of which some 5,000 will be relocated to Guam.

TP6. End-state Marine Corps presence remaining on Okinawa will be consistent with the level envisioned in the Realignment Roadmap.

TP7. 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.

TP8. 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.

TP9. The United States has returned some unused land to Japan and has specified other areas that can be returned after either Japan builds replacement facilities on Okinawa or Marine units have relocated from Okinawa.

TP10. 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.

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DPRI/PACIFIC REALIGNMENT (CONT'D)

TP11. The movement of Marines to Guam will not be linked to progress on the FRF.

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>

POINT OF CONTACT

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ENERGY ETHOS

BACKGROUND

Marine Corps Installations Command (MCICOM) Facility Operations and Energy (GF-1) issued the *Marine Corps Installations Energy Strategy* to guide how the Marine Corps procures, uses, and measures energy on installations. This strategy is divided into five Lines of Operation – one of which is Energy Ethos. Unpredictable energy costs and declining budgets are placing pressures on Base Operating Support (BOS) allocations, while battlefield conditions, natural disasters and enemies threaten our energy security. The Energy Ethos aims to create a culture in which energy and water efficient behavior is a regular part of daily operations, reducing energy waste on installations and extending operational reach on the battlefield.

TALKING POINTS

TP1. Investments in technology have reduced overall energy consumption and advanced energy flexibility in the battlefield, but are not enough to drive the Marine Corps to meet energy goals and do not account for energy waste by human activity. Behavior of Marines is an essential aspect. This requires that the Marine Corps adopt an 'Energy Ethos' – from bases to battlefield.

TP2. Energy Ethos is defined as “the shared vision that the efficient use of energy resources is a critical component of mission readiness.”

TP3. The Energy Ethos supports the mission by ensuring energy resiliency, reducing facility and fleet operating costs, and supporting mission readiness, effectiveness, and flexibility throughout the Marine Corps.

TP4. Marines that practice the Energy Ethos consider energy and water use in their daily activities and strive to make small habitual changes to reduce energy and water waste.

TP5. The Unit Energy Manager (UEM) Program was formally launched on 09 March 2015 with the issuance of the “Energy Ethos Campaign and Unit Energy Manager (UEM) Program” MARADMIN 114/15. The program establishes the foundation for the implementation and adoption of the Energy Ethos by assigning a Marine in each unit to act as the official energy point of contact.

TP6. The UEM Program promotes end-user awareness and action in individual Marines by helping them understand their daily impact on the energy and water footprint and how they can reduce waste.

TP7. UEMs have a variety of duties, including receiving and sharing energy use data with Marines in the unit to show progress and challenges; conducting periodic walkthroughs of facilities to identify technical and behavioral areas of energy and water waste; identifying opportunities for energy projects or repairs; engaging unit shops and leaders; and providing educational materials to and answering questions from unit Marines.

TP8. Over 300 UEMs have been assigned and trained across the Marine Corps. Most can be found within MEF units.

TP10. Marine Corps installations spent \$237 million on energy in FY15. Utility use typically takes up between 20 and 25 percent of BOS funding.

TP11. The Marines Corps is re-entering a period with increased fiscal constraints on our base operating budgets. This requires that we address energy procurement and energy waste reduction through a smart combination of technological investment and culture change. These efforts can also aid energy use in the battlefield.

ENERGY ETHOS (CONT'D)

TP12. The Marine Corps invested nearly \$1B on installation energy efficiency and renewable energy efforts from FY2003-2015, resulting in a 20.17% reduction in energy usage intensity (EUI). Future mandates (Executive Order 13693) direct the Marine Corps to continue to reduce this EUI by 2.5% annually through FY2025.

PROJECTS EXECUTED UNDER THE RENEWABLE ENERGY PROGRAM

Executive Order 13693 requires 25 percent of the federal government's electrical consumption to come from renewable sources by FY25. In May 2014, Secretary of the Navy (SECNAV) Ray Mabus decided to accelerate this goal by challenging the shore leadership to bring one gigawatt (about half of the shore's total energy consumption) of renewable energy into procurement by the end of 2015. To accomplish this, he established the Renewable Energy Program Office (REPO) to identify cost-effective renewable energy and energy security projects for Navy and Marine Corps Installations in CONUS and OCONUS. Building these projects will allow the Department of the Navy (DON) to step forward in enhancing our energy security posture by diversifying energy supply while achieving the economic benefit of self-generation. REPO surpassed the goal, bringing 1.1 gigawatts of renewable energy into procurement by the end of December 2015.

TALKING POINTS

TP1. The DON's ability to provide presence is dependent upon having assured access to reliable supplies of energy and maintaining shore energy security necessary to supporting the mission to train, equip, and deploy forces.

TP2. REPO achieved SECNAV's goal to bring one gigawatt of renewable energy into procurement by the end of 2015.

All the projects improve base capability and have been instrumental in achieving SECNAV's one gigawatt goal. These projects further DON's mission by enhancing its energy security posture while also stabilizing the energy budget.

FOR MORE INFORMATION

<http://www.mcicom.marines.mil/Units/GFFacilities/GF1Energy.aspx>

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F-35B LIGHTNING II—JOINT STRIKE FIGHTER

BACKGROUND

The Marine Corps publicly declared Marine Fighter Attack Squadron 121 (VMFA-121) based in Yuma, Arizona, IOC July 31, 2015 following an Operational Readiness Inspection (ORI) which concluded July 17, 2015.

VMFA-121's transition was followed by Marine Attack Squadron 211 (VMA-211), an AV-8B squadron, which transitioned to the F-35B in June 2016. In 2018, VMFA-122, an F-18 squadron in Beaufort, South Carolina, will conduct its transition to the F-35B. As the future of Marine Corps tactical aviation, the F-35 will eventually replace three legacy platforms: the AV-8B Harrier, the F/A-18 Hornet, and the EA-6B Prowler.

TALKING POINTS

TP1. The F-35 will wield an electronic attack capability, which represents a transformation in electronic warfare spectrum management. This is not possible on our MEU today. The aircraft brings all of the access and lethality capabilities of a fifth-generation fighter, a modern bomber, and an adverse-weather, all-threat environment air support platform.

TP2. A 5th Generation fighter has advanced stealth, exceptional agility and maneuverability, sensor and information fusion, network-enabled operations and advanced sustainment. 5th Generation technology provides greater survivability, situational awareness, and effectiveness for pilots, as well as improved readiness and lower support costs. As a true 5th Generation fighter, the F-35 has stealth designed in as part of the aircraft from the beginning.

TP3. The F-35 provides a capability that helps preserve U.S. national security and international security across the globe as integrated coalition operations enable the U.S. military, NATO Allies and partner nations to fight shoulder-to-shoulder with different variants of the F-35.

TP4. Advanced avionics equip the pilot with real-time access to battle space information with spherical coverage. Likewise, commanders at sea, in the air or on the ground immediately receive data collected by the F-35's sensors empowering them with an instant, high-fidelity view of ongoing operations. Collectively, this makes the F-35 Lightning II a force multiplier while enhancing coalition operations.

TP5. The Marine Corps' F-35B flew more than 22,750 hours as of November 2016. Reliability of equipment and safety of our personnel are among the Marine Corps' top priorities as we continue transitioning our legacy aircraft to the F-35B in the coming years.

QUESTIONS & ANSWERS

Q1: What does "initial operational capability" mean for the F-35B?

A1: The F-35B declared initial operational capability in July 2015. U.S. Marine Corps IOC for the F-35B includes the following requirements:

- One squadron of 10 F-35B aircraft with required spare parts, equipment, tools, technical publications, and a functional Automatic Logistic Information System (ALIS Version 2).
- One F-35B squadron manned with trained and certified personnel capable of conducting autonomous operations (90% staffing).
- Aircraft in Block 2B software configuration with the performance envelope, mission systems, sensors and weapon clearances.
- Home base supporting infrastructure and facilities ready and capable of supporting and sustaining operations.
- Qualifications, certifications and L Class ship alterations completed to enable F-35B operations for six aircraft.
- Qualifications and certifications for deploying the F-35B to austere, expeditionary sites.

F-35B LIGHTNING (CONT'D)

- Ability to execute close air support; limited offensive and defensive counter air; air interdiction; assault support escort; armed reconnaissance; and limited suppression of enemy air defense missions in concert with Marine Air Ground Task Force resources.

Q2: Q2: How are you overcoming issues with the F-35B software?

A2: When the F-35B was declared operational in July 2015, it operated on Block 2B software. The capabilities that software provided were far more advanced than any other system in operation around the world. Recently, the F-35 program office announced that the development of Block 3i software is complete. Prior to this, there were stability concerns with the initial release of the Block 3i software produced alongside an F-35 delivery. The Marine Corps did not take the delivery because of those stability concerns. Since then, the program office and Lockheed Martin have made the corrections and released another update to the software. The update was released to us and is now being installed in our Joint Strike Fighters.

Q3: How is the F-35B different than the aircraft we have today? Is the cost worth the improvements in capability?

A3: The multi-service F-35 Lightning II represents a quantum leap in air dominance capability. It combines next-generation fighter characteristics of radar-evading stealth, supersonic speed, fighter agility and advanced logistical support with the most powerful and comprehensive integrated sensor package of any fighter aircraft in history to provide unprecedented lethality and survivability. The F-35B can provide close air support in threat environments where our current platforms would not survive, and the synthetic aperture radar gives us a through-the-weather targeting capability where the majority of our legacy targeting systems are simply ineffective. Furthermore, the F-35B carries more fuel than legacy CAS platforms, giving it more time over the target area. Lastly, the F-35B can carry more ordnance than any legacy aircraft which the Marine Corps employs today.

Q4: What version of ALIS is the Marine Corps currently using?

A4: Automatic Logistic Information System Standard (ALIS) SOU Version 2 was delivered to VMFA-121 in June 2015. The Marine Corps is confident in ALIS' ability to deploy and support a full range of military operations in forward locations. The system itself is not in its fully mature state, but in the configuration now fielded, we have proven its capability both on amphibious assault ships and in the field at our expeditionary airfield in 29 Palms California. As with any large IT system, the ALIS system will require power, ventilation and cooling. We have taken ALIS to locations to challenge those requirements and we are glad to report that the system performed just as it does in garrison. The concerns with ALIS connectivity and high temperature are no different than they are for our legacy systems. As far as server size is concerned, the ALIS servers have been reconfigured to disassemble into man-portable sections. We run this new configuration as our primary system in our operational squadron, and we have successfully tested it in the field during the first austere site exercise in Twenty-nine Palms. As a result, the Marine Corps feels confident in ALIS' V2 ability to support deployed operations in a variety of conditions and networking environments. The Marine Corps identified lessons learned to build on and will continue to refine in future exercises.

Q5: When is the F-35B first scheduled to deploy, and where is it scheduled to go?

A5: VMFA-121 is slated to relocate from Yuma, Arizona to Iwakuni, Japan in early 2017. The 31st MEU is scheduled to be the first to deploy with the F-35B in early 2018.

F-35B LIGHTNING (CONT'D)

Q6: When will the F-35B reach full-rate production?

A6: The F-35B is scheduled to reach full-rate production in 2018, with 20 to 24 aircraft a year coming off the production line.

Q7: Has the Marine Corps fired live ammunition with the F-35B? When and where?

A7: Marine Fighter Attack Squadron (VMFA) 121, also known as the “Green Knights,” have been using live ordnance regularly since June 22, 2015. Pilots have employed live ordnance in multiple restricted areas in southeastern California. During the work up to IOC and during the IOC Operational Readiness Inspection, F-35B's employed both inert and high-explosive munitions in over 100 live ordnance missions. The munitions employed during the exercises were the same as those dropped by legacy Marine Corps fixed-wing aircraft, but the targeting technology used to employ these weapons is significantly different. During the Readiness Inspection (ORI), the live ordnance deliveries were incorporated into five operational scenarios (Close Air Support, Air Interdiction, Armed Reconnaissance, Offensive Counter Air and Defensive Counter Air). Since IOC the squadron has continued to employ ordnance as part of their normal training cycle. Additionally, from Aug. 9 – Sept. 16, Marine Operational Test & Evaluation Squadron 1 (VMX-1) completed missile shots of the AIM-120 AMRAAM. These employment scenarios differed from those conducted in Developmental Testing (DT) in that they were specifically designed around operational employment scenarios with the aim of further validating and developing tactics, techniques, and procedures for all three variants of the F-35. The detachment completed multiple engineering runs in preparation for the expenditure of five AIM-120 missiles and two GBU-12 LASER guided bombs. The overall performance of the missiles was in accordance with expectations despite the challenging scenarios developed by the test team. On day one of live-fire testing, the team was able to shoot two missiles on two separate test set-ups within 12 minutes – an exceptional level of efficiency in a test environment.

Q8: What does “full operational capability” mean?

A8: Marine Corps Full Operational Capability will be achieved when all USMC TACAIR active duty, reserve, training, and executive support squadrons have received their F-35B Primary Aircraft Authorized (PAA) with all required logistical, maintenance, and training support. USMC FOC is tracking to be achieved by FY 2032.

Q9: When will VARS be operational for use with the F-35B?

A9: The V-22 Aerial Refueling System (VARS) is scheduled to be operational on Marine Corps MV-22 Ospreys by FY-18. Marine Corps MV-22 Osprey with VARS will be able to refuel the F/A-18 Hornet and the F-35B Lightning II with about 4,000 pounds of fuel at initial operational capability. When VARS reaches full operational capability in 2019, it will be able to refuel the F-35B, F/A-18, MV-22, the AV-8B and the CH-53E/K with up to 10,000 pounds of fuel.

Q10: When is the AV-8B Harrier scheduled to be replaced with the F-35B?

A10: Harrier squadrons will gradually transition to F-35 squadrons over the next 11 years. The planned sundown for the AV-8B is in 2026. This is, however, subject to review, assessment and final decision in 2019. We intend to extract maximum value and service life out of our Harriers.

Q11: When is the Marine Corps' F/A-18 Hornet scheduled to be replaced with the F-35B?

A11: Marine Corps Hornet squadrons will gradually transition to F-35B squadrons over the next fifteen years. The planned sundown for the Marine Corps F/A-18 is in 2030. This is, however, subject to review. We intend to extract maximum value and service life out of our Hornets.

F-35B LIGHTNING (CONT'D)

Q12: When is the Marine Corps' EA-6B Prowler scheduled to be replaced with the F-35B?

A12: The sundown of the EA-6B squadrons at Cherry Point will happen on the following schedule: 2016- one squadron; 2017- one squadron; 2018- one squadron; 2019- final squadron. The buildup of F-35 squadrons at Cherry Point is scheduled to begin in 2023. In fiscal year 2016, the Marine Corps' 7588 Naval Flight Officer / EA-6B Prowler Electronic Warfare Officer billets will begin to transition to 7315 Unmanned Aircraft Systems (UAS) Officer billets.

Q13: How many F-35s will the Marine Corps buy?

A13: The program of record has not changed; Program of Record: 353 F-35B (STOVL), 67 F-35C. 45 operational F-35Bs and 5 F-35Cs delivered to date.

Q14: How much does it cost to build an F-35B/C?

A14: During the current Low-rate-initial-production phase of acquisition, the "flyaway," or sticker price cost of the F-35B in 2014 was \$134 million, and \$129 million for the F-35C. This cost will reduce as production increases. For more detailed questions, please contact the F-35 Joint Program Office.

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FAMILY ADVOCACY PROGRAM (FAP)

BACKGROUND

The Marine Corps Family Advocacy Program (FAP) is responsible for the prevention, intervention, and treatment of family violence. Programs within FAP include Prevention and Education, New Parent Support, Victim Advocacy, and Clinical Counseling. FAP provides 24-hour reporting and response to abuse incidents, prevention education, clinical services for families involved in or at-risk for family violence, parenting education and support, case management services, and victim advocacy services.

TALKING POINTS

FAP implements evidence-based standardized services aimed to prevent and treat incidents of child abuse and domestic violence. Prevention and treatment programming held in supervised and safe environments includes:

- Period of PURPLE Crying: A prevention and education curriculum for caregivers of infants two weeks to four months of age who display persistent crying behaviors. Comforting and stress management strategies are provided to caretakers.
- Nurturing Parenting Program: A prevention and education curriculum designed to increase parenting skills to include understanding age-appropriate developmental expectations, promote bonding and attachment, and reduce child abuse.
- Within My Reach: A prevention and education curriculum offered in a group setting provides individuals with concrete relationship tools to improve their current relationship or make better choices when selecting relationship partners.
- Coping with Work and Family Stress: A prevention and education curriculum designed to teach participants effective coping strategies to address work and family stressors.
- Skills, Techniques, Options, and Plans: A clinical treatment program designed to reduce recidivism in male offenders of domestic violence.
- Trauma-Focused Cognitive Behavioral Therapy: A clinical treatment modality for children and adolescents who are experiencing significant emotional and behavioral difficulties related to traumatic life events.
- Cognitive Processing Therapy: A clinical treatment modality for adults diagnosed with Post-Traumatic Stress and related conditions.

FOR MORE INFORMATION

- Marine and Family Programs website: www.usmc-mccs.org
- Military OneSource's Family Violence toolkit: <http://www.militaryonesource.mil/health-and-wellness/family-violence>
- National Domestic Violence Hotline: 1-800-799-SAFE (7233)
- SAFE Helpline: 1-877-995-5247

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FORCE FITNESS INSTRUCTOR

"The centerpiece of the Marine Corps Physical Fitness Program (MCPFP) and key to its success is the creation of a cadre of force fitness instructors (FFI) who will be assigned throughout the operating forces down to the company level. An FFI will serve as the commander's subject matter expert on physical fitness and sports-related injury prevention."

– Gen. Robert Neller, Commandant of the Marine Corps

BACKGROUND:

Training and Education Command (TECOM) designed a service-wide physical fitness program that incorporates a positive and holistic approach to physical training. Utilizing the latest in scientifically-based techniques, modern technology, and the sports medicine field, the Marine Corps Physical Fitness Program (MCPFP) will first and foremost seek to establish a Corps-wide culture of total fitness. Toward this end, the program will strive to optimize our Marines' health and physical fitness, contributing to increased unit readiness throughout the operating forces.

The centerpiece of the MCPFP and key to its success is the creation of a cadre of force fitness instructors (FFI) who will be assigned throughout the operating forces down to the company level. An FFI will serve as the commander's subject matter expert (SME) on physical fitness and sports-related injury prevention. This FFI will advise the commander on the design and implementation of a structured, progressive METL-based physical fitness training program that is uniquely tailored to the units training and exercise employment plan. An FFI will also be capable of integrating available resources to support the commander's physical fitness training program.

THEMES & MESSAGES

a. Standardized Service wide MCPFP

- The MCPFP is standardized holistic fitness for units and individual Marines.
- The course will produce FFIs that will lead the MCPFP by leveraging total fitness enablers such as nutrition, injury prevention and sports medicine in addition to managing the daily physical fitness regimen of the unit.
- The Program will strive to optimize our Marines' health and physical fitness, contributing to increased unit readiness throughout the operating forces.

b. FFIs are physical fitness SMEs

- An FFI will serve as the commander's SME on physical fitness and sports-related injury prevention.
- This Marine will advise the commander on the design and implementation of a holistic and progressive physical fitness training program that is uniquely tailored to a unit's training requirements.
- An FFI will also be capable of integrating and capitalizing on available resources to support the commander's physical fitness training program.

QUESTIONS & ANSWERS

Q1. What is the purpose of the Force Fitness Instructor Program?

A1. The program is designed to produce unit subject matter experts to enforce the new direction of the MCPFP. This entails having a good understating of fitness plan development, nutritional health planning and injury prevention.

FORCE FITNESS INSTRUCTOR (CONT'D)

Q2. What are the requirements for a Marine to become a Force Fitness Instructor?

A2. The applicants must be approved by unit Commanding Officer with high marks in performance, motivation, maturity and have a natural talent to lead at the small unit level. Additionally, the applicants must be a Sergeant or above. Applicants must have a PFT score of 250 or higher on the new PFT scale, 1st class CFT and be on full duty status for last six months. Applicant must not have current disciplinary action under uniform code of justice (UCMJ), Article 15, or conviction by civil court (except minor traffic violations) during 1 year preceding applications for this course.

Q3. Is this in response to gender integration?

A3. No, this program is meant to enhance the current physical fitness program down to the company/squadron level.

Q4. Will the FFI standards be gender-neutral?

A4. Yes, there are male and female staff and students participating and instructing at the FFI Course. They will all be held to the same standard.

Q5. What is the course curriculum like for the FFI school house?

A5. The five-week course includes 175 hours of academics and 25 hours of administrative classes. The curriculum consists of core classes on nutrition, fitness program planning, anatomy and Kinesiology, risk management, injury prevention, website/application and technology and public instruction.

Q6. What designation will an FFI receive if any?

A6. The school will be co-located with the Martial Arts Center of Excellence (MACE) in Quantico, Va. Successful graduates will receive an alternate MOS of 0919.

Q7. What will and FFI be responsible for? How many will be produced from the school? Where are they going?

A7. The unit FFIs will be responsible for the physical fitness and injury prevention as per the commander's discretion. The overall goal is to increase the unit's physical conditioning and readiness. There will be approximately 360 FFIs produced per year and the goal of the initial course is to graduate 50, all SNCOs. The first class of FFIs will be return to the following operating forces: I MEF: 12, II MEF: 12, III MEF: 12, TECOM: 12, MCRD: 2.

ADDITIONAL SOURCES:

<http://www.marines.mil/News/Messages/Messages-Display/Article/936334/force-fitness-instructor-course/>

<http://www.marines.mil/News/News-Display/Article/989734/fitness-course-shapes-new-perspective-on-training/>

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

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FY 2017 PRESIDENT'S BUDGET REQUEST

"Threats to our Nation's interests have evolved, and instability around the globe has steadily increased. This ... is further complicated by a constrained resource environment from which we must continue current operations, reset our equipment, and maintain our warfighting readiness, and at the same time, modernize the force. Therefore, it is imperative that we continually balance our available resources between current commitments and future readiness requirements. This will require pragmatic institutional choices and a clear-eyed vision of where we intend to be in 10-20 years."

– Gen. Robert Neller, FRAGO 01/2016: Advance to Contact

BACKGROUND

On Feb. 9, 2016 the FY17 DOD budget was submitted to Congress as part of the overall President's Budget. The DOD budget totals \$582.7 billion, of which \$523.9 billion is for baseline funding and \$58.8 billion is for Overseas Contingency Operations (OCO). The baseline amount represents an increase of \$2.2 billion over enacted FY16 levels, while the OCO request is nearly the same as FY16 enacted levels. The Marine Corps' FY17 total budget request is \$25 billion. Of that, \$23.4 billion is the baseline budget request and \$1.6 billion is for Overseas Contingency Operations. Of note, this total is 4.3% of the overall DOD total, and represents an increase of only \$400 million from enacted FY16 levels. While the FY 2017 budget provides the Nation with a ready Marine Corps that is forward deployed today, it comes with risk. Modern warfare continues to evolve rapidly, with potential adversaries forging more advanced militaries. The FY 2017 budget fiscally stretches the Marine Corps to maintain current readiness and conduct the modernization required to keep pace with constantly evolving and increasingly capable adversaries.

PA POSTURE

Media queries regarding the Marine Corps' FY17 budget should be directed to OUSMCC's media section (POC listed below). The following talking points are intended to assist PAOs and leaders in discussing the overall budget with their audiences.

TALKING POINTS

TP1. The Marine Corps remains a forward-postured, ready force. However, as resources diminish, it will continue to protect the near-term readiness of its deployed and next-to-deploy units to meet current operational requirements. This has, however, required the assumption of risk in the readiness of non-deployed forces, modernization, infrastructure, and quality of life programs.

TP2. In the FY 2015 budget we were compelled, due to fiscal pressures, to limit and reduce training for our operating forces. In last year's FY 2016 budget our operation and maintenance funding was further reduced by 5.6%. Exclusive of inflation, the FY 2017 budget remains essentially flat, indicating still greater challenges ahead. The services are currently working under a Continuing Resolution (CR), which holds us to our FY16 spending levels.

TP3. Approximately half of non-deployed units, which provide the Marine Corps' Ready Force to respond to unexpected crises, are suffering personnel, equipment and training shortfalls. Fiscal uncertainty has forced the Marine Corps to prioritize deployed units at the expense of home-station units.

TP4. At an end strength of 182K, the Marine Corps will continue to meet forward posture and crisis response requirements around the globe, but will assume heightened risk of a delayed response. Additionally, at this end strength the Marine Corps must accept a deployment-to-dwell ratio of 1:2 for the active component, well below the goal of 1:3, placing added stress on Marines and their families.

TP5. The Marine Corps is investing in modernization at historically low levels, accepting risk in our infrastructure and equipment investment accounts in order to protect near-term operational readiness. Over time, that will result in maintaining older or obsolete facilities and equipment at a higher cost and more operational risk.

POINT OF CONTACT

1stLt Danielle Phillips, OUSMCC Media Officer, (703) 614-4309, danielle.phillips@usmc.mil

MARINE CORPS NARRATIVE

BACKGROUND

Though we all learn the Corps' history and legacy in initial entry training, many are stumped when put on the spot to quickly describe the Marine Corps to an external audience. Framed simply as answers to who we are, what we do, and how we do it, this narrative is designed to quickly encapsulate the Marine Corps Story and describe our value to the nation. It can be used in stand-alone format in response to a question, or as a jumping off point or outline to a longer discussion. It also works to provide context as a framing tool, from which a speaker can segue into a more specific topic. Leaders at all levels are encouraged to use this narrative in their public engagements.

THE NARRATIVE

(Who we are) The United States Marine Corps is the nation's Naval Expeditionary Force in Readiness.

(What we do) We maintain an elite band of warfighting professionals, bound by a code of honor, courage, commitment, and optimized to respond to any crisis, at any time, in any place. **(How we do it)** While remaining forward deployed to enable rapid response, we are constantly improving and adapting across the CMC's five focus areas of people, readiness, training, naval integration, and modernization in order to meet the charge of the 82nd Congress to remain "most ready, when the nation is least ready."

People – Our Center of Gravity – The Marine Corps recruits the best people, invests in them, and returns them to the civilian populace as better citizens.

Training – The Marine Corps invests in realistic, challenging training across the range of military operations.

Readiness – The Marine Corps aligns the best training, with relevant and well maintained equipment.

Naval Integration – The Marine Corps is a naval service. All of our operations must be integrated with the Navy and support the objectives of the Naval Campaign to protect US interests through the projection of expeditionary power.

Modernization – The Marine Corps stays ahead of our adversaries by ensuring we leverage the latest in technology, doctrine, and learning.

TALKING POINTS

TP1. 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 capable of operating from the air, land and sea.

TP2. The Corps has about 184,200 active-duty Marines, 39,600 in the Selected Marine Corps Reserve, and 68,000 in the Individual Ready Reserve. Some 30,100 Marines are deployed across the globe.

TP3. The final force structure will include 24 infantry battalions, as well as the implementation of 18 MV-22 squadrons. It also allows for such enduring presences as seven MEUs, SPMAGTFs – Crisis Response AF, CENT, and SOUTH, Marine Rotational Force Darwin, enhanced Cyber capabilities, and increased embassy security personnel.

TP4. For 4.3% of the DoD Budget, the Marine Corps provides America with:

- 21% of the infantry battalions
- 15% of the Fighter/Attack Aircraft
- 11% of the Artillery Batteries
- 7 flexible and scalable MEUs

POINT OF CONTACT

LtCol Scott D. McDonald, Lead, Communication Synchronization Cell, Office of US Marine Corps Communication, 703-695-1601, scott.d.mcdonald@usmc.mil

MARINE CORPS FORCE INTEGRATION PLAN (MCFIP)

BACKGROUND

In January 2013, the Secretary of Defense rescinded the 1994 Direct Ground Combat Definition 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. Through the development and execution of the Marine Corps Force Integration Plan (MCFIP), the Marine Corps deliberately and responsibly assessed the impact of gender integration in ground combat arms military occupational specialties (MOS) and units that were previously restricted to female Marines. The results of various studies conducted as part of MCFIP informed the Commandant of the Marine Corps' (CMC) recommendations regarding ground combat arms MOSs and units.

On 3 December 2015, the Secretary of Defense announced his decision directing that all services act jointly to fully implement the opening of all MOSs and units to all service members. The Secretary of Defense directed the Secretaries of the Military Departments and Chiefs of the Military Services to provide their final, detailed plans to the AUSD(P&R) no later than January 1, 2016, detailing their timelines for integrating newly opened occupations and positions using their existing recruiting, accession, training, and assignment procedures.

We have built the Marine Corps' Implementation Plan with the insight gained by our previous detailed studies. Furthermore, we have created a 25 year longitudinal study able to assess all aspects and possible impacts throughout implementation.

PA POSTURE

The public affairs posture is **ACTIVE with proper PA coordination** with the Office of United States Marine Corps Communication (OUSMCC). MSC's, MEF's and any USMC PA producing entity will coordinate closely with OUSMCC to synchronize communication efforts to fulfill integration measures and communication goals. PAO's should not exclusively focus on "firsts" but also the "process" of making a Fleet trained Marine. This approach facilitates supporting local media interest to a national-policy issue through the perspectives of our Marines.

THEMES & MESSAGES

Standards are in place that ensure every Marine has the same opportunity to serve in any job and any unit in the Marine Corps. The Marine Corps is on track according to the Implementation Plan (link below). There is not a single MOS closed to women, all 337 MOS's are open and female Marines are enlisting through all PEF's.

http://www.defense.gov/Portals/1/Documents/pubs/WISR_Implementation_Plan_USMC.pdf

Warfighting Capability:

- As we move forward, we will continue to leverage every opportunity to maximize individual performance, talent and skills to maximize the warfighting capabilities of our MAGTFs in an increasingly complex operating environment.
- Physical screening, classification, qualification and continuation standards for physically demanding MOS's, mitigate injuries and provide reasonable assurance of a Marine's ability to physically perform their assigned MOS.

MCFIP (CONT'D)

Combat Effectiveness:

- The Marine Corps remains committed to sustaining and improving our combat effectiveness through the systematic application of our standards.
- The Marine Corps will not lower standards and will continue its emphasis on combat readiness. We will continue to field America's crisis response force that is ready to fight and win for this nation.
- Clearly articulated and codified gender-neutral standards enhance our ability to match the best and most fully qualified Marines with the most suitable military occupations and increase the overall combat readiness of our force.

Health, Welfare, and Success of Every Marine:

- All Marines are committed to the mission and their fellow Marines. Opportunities continue to be based on individual merit and performance.
- We will implement integration systematically and thoughtfully, while always considering our mission and our resources.

QUESTIONS AND ANSWERS

Q1. How will your research and the GCEITF study now help the Corps?

A1. The Marine Corps considers this research effort to be an important initiative that helped us determine how best to utilize our most important resource – the Marines who make up our Corps. Specifically, this research has already helped improve our service Training & Readiness standards for how the Marine Corps trains and prepares for combat. The Marine Corps' comprehensive approach to collect and analyze data informed what we believe will be the most complete approach to integrating women into combat arms jobs and units. As a result of research, the Marine Corps has already implemented more clearly defined, operationally relevant, gender neutral individual performance standards that ensure Marines are assigned to jobs for which they are best qualified. Additionally, our research and study provided us insight into factors we must consider in our long-term study, such as the health of each Marine over their career.

Q2. What is the timeline for implementation?

A2. We worked collaboratively across the services to fully implement the guidance of the Secretary of Defense. Implementation is occurring systematically. The Marine Corps is on track according to the USMC Implementation Plan. As it stands today, standards are in place that regardless of any qualifier, every Marine has the same opportunity to serve in any job and any unit in the Marine Corps. There is not a single MOS closed to women, all 337 MOS's are open and female Marines are enlisting through all PEF's. The progress and success of this plan will be viewed through three primary lenses: (1) Combat Effectiveness, (2) Health and Welfare of Individual Marines, and (3) Talent Management. The continued success of the Corps as the Nation's expeditionary force in readiness is based on a simple tenet: placing the best and most fully qualified Marine where they can make the strongest contribution to the Corps' diverse missions – keeping mission accomplishment always on the forefront.

Q3. You've said that you will not lower standards. How are you ensuring that: 1) the standards are what they should be, and 2) that they will not be artificially lowered (or raised)?

A3. The Secretary of Defense has made it clear that we will not lower standards, and we endorse this position. The standards reflect the capabilities of the current force – a force that has been successful throughout the longest period of continuous combat in our Corps' history. Standards will continue to be validated against operational requirements, specific to a particular occupation, and the average expeditionary conditions in which Marines typically perform. This rigorous and analytical process is led by our Training & Education Command that regularly provides standards reviews on fixed-cycles to ensure continued relevancy. We feel this systematic examination and validation of our physical standards best ensure Marines are matched with the right jobs, regardless of gender.

MCFIP (CONT'D)

Q4. The Marine Corps is the only service to maintain gender-separated basic training. Are there any plans to combine basic training, especially in light of Secretary Mabus' recent memo to General Neller on entry-level training? If not, why?

A4. Recruit Training is only the first leg of Marine Corps entry-level training. An important distinction from the other services is that the Marine Corps entry-level training continues after recruit training all the way through MOS school. All of which is completely integrated training. The Marine Corps' transformation process has instilled a strong, clear understanding of our core values of honor, courage, and commitment.

Additionally, the training events for all Marine recruits are the same. In the beginning of recruit training, there is an initial period where the women and men train separately at certain times to facilitate their initial transition from civilian life as they work to earn the title, Marine. The Marine Corps routinely reviews its training and will conduct a holistic examination of the impact of the new policy, to include our entry-level basic training programs. We have participated in a number of studies and reviews in the past, and it has been previously determined that our current model for basic training provided the environment for instilling the high levels of confidence, team-building, physical fitness, and esprit de corps necessary for our recruits to be successful in earning the title Marine.

REFERENCES

- OSDPA-approved PAG for WISR Implementation, dtd 10 September 2015.
- SECDEF Memo, "Implementation Guidance for the Full Integration of Women in the Armed Forces," dtd 3 December 2015.
- Public Affairs Guidance for Force Integration in the Marine Corps, dtd 17 March 2015

POINT OF CONTACT:

Capt Philip Kulczewski, OUSMCC Media Officer, 703-614-4309, philip.kulczewski@usmc.mil

MARINE CORPS OPERATING CONCEPT (MOC)

“We need all Marines to read, discuss and challenge the ideas in the MOC. As steel sharpens steel, your review and professional recommendations will sharpen our concept of how we will fight in the future. Your proactive involvement in validating our operating concept is critical to ensuring we can Innovate, Adapt, and Win!” – Gen. Robert B. Neller, 37th Commandant of the Marine Corps

THE PURPOSE (TWO-FOLD)

- Describe in broad terms how the Marine Corps will operate in 2025 and beyond.
- Shape our actions as we design and develop the capabilities and capacity of the future force.

THE PROBLEM

The Marine Corps is not organized, trained and equipped to meet the demands of a future operating environment characterized by complex terrain, technology proliferation, information warfare, the need to shield and exploit signatures, and an increasingly non-permissive maritime domain.

DRIVERS OF CHANGE

The demands of a future operating environment are driving change:

- **Complex Terrain.** Physical, informational, and human aspects of conflict are adding significant complexity and compression to the “three-block war”
- **Technology Proliferation.** Proliferation across information, S&T, cyber, EW, automation, and A2AD at a pace far faster than our military acquisition
- **Information as a Weapon.** We must vie for the sentiment of the society local to the conflict and simultaneously the opinion of the world at large
- **Battle of Signatures.** Being detected is to being targeted...we must raise and detect enemy signatures, assign meaning, and take action first
- **Contested Maritime Domain.** Previously unmatched sea control...now air, surface, and subsurface U.S. naval capabilities are being contested

THE SOLUTION

Reaffirm the primacy of combined arms maneuver warfare and five critical tasks and associated issue areas to guide our effort to change.

Primacy of Combined Arms Maneuver Warfare...the 21st century MAGTF:

- **Conducts** maneuver warfare in the physical and cognitive dimensions of conflict to generate and exploit psychological, technological, temporal and spatial advantages over the adversary.
- **Executes** maneuver warfare through a combined arms approach that embraces Information Warfare as indispensable for achieving complementary effects across five domains – air, land, sea, space, and cyberspace.
- **Avoids** linear, sequential, and phased approaches to operations and blends maneuver warfare and combined arms to generate the combat power needed for simultaneity of action in its full range of missions.
- **Operates** and fights at sea, from the sea, and ashore as an integrated part of the naval force and the larger Combined/Joint force.

MOC (CONT'D)

The MOC identifies five critical tasks and associated issue areas to guide our effort to change how we organize, train, equip and sustain the Marine Corps to operate and fight in the 21st century. The five critical tasks are:

- **Integrate the Naval Force to Fight At and From the Sea**
 - Role of Forward and Ready Naval Forces
 - MAGTF Role in Sea Control and Power Projection
 - Integrate Command Structures
 - Creating Lodgments
 - Littoral Operations in a Contested Environment
- **Evolve the MAGTF**
 - Remain ready to perform MEF-level Operations
 - Integrate Command, Control and Informational Tools
 - Unified Action, expanding on recent JIIM experience
 - Enhance MAGTF-SOF Integration
 - Challenges of Compositing / Adaptively Planned MAGTFs
 - Distributable Forces: Avoid Mass Disadvantages Yet Employ Benefits
 - Exploiting Automation: Manned-Unmanned Teaming (MUM-T)
 - Total Force Approach to Readiness: Sourcing GCC Requirements
- **Operate With Resilience in a Contested Network Environment**
 - Role of Signature in Offense and Defense
 - Networking for Rapid / Precise Fires – sense, make sense, and act first
 - Push Processing Power to the Tactical Edge...balance empowerment/C2
 - Enhanced Intelligence – Scaling higher ISR, data and COPs to tactical level
- **Enhance Our Ability to Maneuver**
 - Naval and Littoral Maneuver
 - Broader Concept of Combined Arms/Information Warfare
 - Urban Operations/Complex Terrain, address compartmentalization
 - Infantry and Mobility – More speed and depth in complex environments
 - Balance light and heavy forces to fit GCC, Naval, Joint across ROMO
 - Expeditionary Logistics, system interoperability and strategic flexibility
 - Operational Energy, system-of-systems perspective across DOTMLPF
- **Exploit the Competence of the Individual Marine**
 - Seeking High-Quality Human Capital
 - Training and Educating Marines for the Integrated Naval Force
 - Developing Marines for Complexity – Leverage LVC Training
 - Developing Leaders at Every Echelon, accept mistakes cost of initiative
 - Cultural Learning, gain and maintain LREC at all levels of operations
 - Emphasize Quality in Leadership Positions
 - Manage Talent to Improve Return on Training/Education Investment

POINT OF CONTACT: Maj. Anton T. Semelroth, CD&I/MCCDC PAO, 703-432-8420,
anton.semelroth@usmc.mil

MCAS IWAKUNI TRANSFORMATION INITIATIVES

BACKGROUND

Marine Corps Air Station Iwakuni is a mission-ready air station, capable of providing continuous base-operating support for tenant organizations and follow-on U.S. and allied forces during training, combat or contingency operations throughout the Indo-Asia Pacific region. MCAS Iwakuni has two distinct mega-projects: the Iwakuni Runway Relocation Project, which was completed in 2010, and the Defense Policy Review Initiative (DPRI).

TALKING POINTS

TP1. The U.S.-Japan Alliance is based on shared vital interests and values and is the cornerstone of U.S. security interests in the Indo-Asia Pacific region.

TP2. The alliance supports U.S. aviation assets, which are either stationed at or forward deployed to MCAS Iwakuni and are essential for maintaining stability in the region.

TP3. MCAS Iwakuni is the only Marine Corps installation with a collocated seaport and airport, permitting flexibility while maintaining regional security for U.S. and Japanese allies.

TP4. The Iwakuni Runway Relocation Project took over a decade to complete and moved the runway one kilometer east, adding approximately 530 acres to the air station. Moving the runway seaward and away from the community resulted in reduced noise levels, enhanced safety and smoother relations.

TP5. The Secretary of Defense and Secretary of State, along with their Japanese counterparts from the Ministry of Defense and Ministry of Foreign Affairs directed the transformation.

TP6. In just over two decades the Government of Japan is investing nearly \$7 billion in MCAS Iwakuni. The U.S. is investing \$253 million in the air station.

TP7. One of the DPRI's realignment initiatives was the relocation of Marine Aerial Refueler Transport Squadron (VMGR) 152 from MCAS Futenma to MCAS Iwakuni in 2014. The relocation of the squadron decreased the footprint of U.S. aviation assets on Okinawa.

TP8. The relocation of Marine Fighter Attack Squadron (VMFA) 121 from MCAS Yuma to MCAS Iwakuni will fulfill another advanced capability initiative. VMFA-121 was the first operational F-35B squadron in the Marine Corps Operating Forces and the first operational F-35 squadron in any service.

TP9. The relocation of Carrier Air Wing 5 from Naval Air Facility Atsugi to MCAS Iwakuni will fulfill the final DPRI objective. This relocation is in accordance with the United States' strategic vision for the rebalance in the Indo-Asia Pacific Region.

ADDITIONAL SOURCES:

<http://www.state.gov/r/pa/ei/bgn/4142.htm>

POINT OF CONTACT:

1stLt Melissa Heisterberg, Deputy Director of Public Affairs, MCAS Iwakuni, DSN 315-253-5551, melissa.heisterberg@usmc.mil

MEU TRACKER

11th MEU

11th MEU is currently deployed.

- Commanding Officer: Col Clay C. Tipton
- PAO: Maj. Craig W. Thomas, craig.thomas@usmc.mil
- Web: <http://www.11thmeu.marines.mil/>
- Facebook: <http://www.facebook.com/11thmeu>
- Twitter: <http://twitter.com/11thmeu>
- Photos/Video: <http://www.dvidshub.net/unit/11meu>

13th MEU

The 13th MEU is currently redeployed and preparing for Exercise IRON FIST 2017.

- Commanding Officer: Col Anthony M. Henderson
- PAO: Capt. Brian S. Villiard, brian.villiard@usmc.mil
- Web: <http://www.13thmeu.marines.mil/>
- Facebook: <https://www.facebook.com/13thMEUView>
- Twitter: <https://twitter.com/Official13thMEU>
- Photos/Video: <https://www.dvidshub.net/unit/13MEU>

15th MEU

The 15th MEU is conducting workups.

- Commanding Officer: Col J.R. Clearfield
- PAO: 1stLt Maida K. Zheng maida.zheng@usmc.mil
- Web: www.15thmeu.marines.mil
- Facebook: www.facebook.com/15thMarineExpeditionaryUnit
- Photos/Video: www.dvidshub.net/unit/15MEUPA
- Twitter: www.twitter.com/15thMEUOfficial
- Flickr: www.flickr.com/photos/15thmeu/
- YouTube: www.youtube.com/The15thMEU

22nd MEU

The 22nd MEU is currently deployed aboard the USS Wasp (LHD 1), USS San Antonio (LPD 17) and USS Whidbey Island (LSD 41). 22nd MEU components include BLT 1/6, VMM-264 (REIN), and CLB-22.

- Commanding Officer: Col Todd P. Simmons
- PAO: Capt. Jean Durham, jean.durham@usmc.mil
- jean.durham@wasp.usmc.mil
- Web: <http://www.22ndmeu.marines.mil>
- Facebook: <https://www.facebook.com/22ndMEU>
- Twitter: https://twitter.com/22nd_meu
- Photos/Video: <http://www.dvidshub.net/unit/22meu>

24th MEU

The 24th MEU is currently preparing for its upcoming deployment.

- Commanding Officer: Col Ryan S. Rideout
- PAO: Capt. Jordan R. Cochran, jordan.cochran@usmc.mil
- Web: <http://www.24thmeu.marines.mil/>
- Facebook: <http://www.facebook.com/24thmeu>
- Twitter: <https://twitter.com/24thmeu>
- Photos/Video: <http://www.dvidshub.net/unit/24meu>

MEU TRACKER (CONT'D)

26th MEU

The 26th MEU is redeployed.

- Commanding Officer: Col Farrell J. Sullivan
- PAO: Capt. Lindsay Pirek, lindsay.pirek@usmc.mil
- Web: <http://www.26thmeu.marines.mil/>
- Facebook: <https://www.facebook.com/26MEU>
- Twitter: <https://twitter.com/26meu>
- Photos/Video: <https://www.dvidshub.net/unit/26MEU>

31st MEU

The 31st MEU returned to White Beach Naval Base, Okinawa, Japan, after a successful Fall Patrol.

- Commanding Officer: Col Tye Wallace
- PAO: Capt. Jennifer Giles, jennifer.giles@usmc.mil, jennifer.giles@bhr.usmc.mil
- Web: www.31stmeu.marines.mil
- Facebook: <http://www.facebook.com/31stMEU>
- Twitter: <https://twitter.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 warfighting 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 2,400 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 250 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.

MEU TRACKER (CONT'D)

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-53E Super Stallion heavy lift helicopters, AH-1 Super Cobra helicopter gunships, UH-1 Huey utility helicopters and AV-8B Harrier jump jets. With a force strength of approximately 500, the ACE includes air traffic control, aircraft maintenance/support and aviation logistics/supply capabilities.

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

TALKING POINTS

TP1. MEUs operate continuously across the globe and provide the President and the unified combatant commanders with a forward-deployed, flexible and responsive sea-based MAGTF.

TP2. 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.

TP3. 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.

TP4. "Expeditionary" is not a bumper sticker to us, or a concept, it is a "state of conditioning" that Marines work hard to maintain.

TP5. 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.

TP6. 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

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PACIFIC REORIENTATION

“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

TP1. 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.

TP2. 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.

TP3. 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.

TP4. 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.

TP5. 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."

TP6. 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.

TP7. 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.

TP8. 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.

PACIFIC REORIENTATION (CONT'D)

TP9. 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.

TP10. 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.

TP11. We see South Korea, Japan, 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.

TP12. 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.

TP13. 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.

DVIDS FEATURE PAGE

<http://www.dvidshub.net/feature/Marinesinthepacific>

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PERSONAL FINANCIAL MANAGEMENT

BACKGROUND

In the 2016 National Defense Authorization Act (NDAA) Congress mandated an increased focus on service member financial literacy. In addition, the NDAA directed substantial changes to the military retirement system. The retirement changes are collectively referred to as the Blended Retirement System (BRS). These changes are primarily based upon recommendations from the Military Compensation and Retirement Modernization Commission (MCRMC). According to DMDC under the current retirement system, less than 20% of service members serve the required 20 years to qualify for military retirement. Under the BRS it is estimated 85% of military personnel will leave military service with some government funded retirement benefit.

TALKING POINTS

TP1. 10 U.S.C. 992 directs “a program to provide comprehensive financial literacy training to members of the armed forces”. The statute further prescribes when such training will be provided to include: initial entry training, upon arrival at the first duty station, upon arrival at subsequent duty station (E-4 and below and O-3 and below), on the date of promotion (E-5 and below and O-4 and below), upon vesting in the Thrift Savings Plan (TSP), when entitled to receive continuation pay, at each major life event (marriage, divorce, birth of first child, disabling sickness or condition), during leadership training, during pre and post deployment training, at transition points (regular to reserve, separation, retirement), as a component of periodically recurring required training that is provided to the member at a military installation.

TP2. HQMC(MFR) provides financial education materials and services to satisfy statutory and policy requirements via the Personal Financial Management Program (PFMP). At the installation level, PFMP staff and the CFSs are the primary sources for providing information, referrals, materials, training, and education programs pertaining to personal finance per MCO 1700.37.

TP3. BRS takes effect January 1, 2018. All new accessions on or after 1 January 2018 are automatically enrolled in the BRS. All members serving on December 31, 2017 are grandfathered into the current retirement system. All members serving on December 31, 2017 who have fewer than 12 years of service (Active Component), or less than 4,320 retirement points (Reserve Component), may elect to opt-in to the BRS, or remain in the current retirement system.

TP4. Members of the opt-in population will be notified of opt-in eligibility during 2017. All members of the opt-in population will be required to complete BRS opt-in training prior to making an election. Training will be provided online via Joint Knowledge Online and in person via installation PFM personnel. The Marine Corps also plans to make the online training available via MarineNet.

TP5. The election period for opt-in to the BRS runs from 1 January 2018 until 31 December 2018. Marines will make the election to opt-in or remain in the current system using Marine Online. Any member who fails to make an election will remain in the current retirement system. The election to opt-in to BRS is irrevocable.

TP6. Key elements of BRS include: 20 year cliff vested annuity equal to 2.0% of average high three years base pay times years of service. All new accession BRS enrollees are automatically enrolled in TSP with 3% base pay contribution into the lifecycle fund nearest the 62nd birthday of the service member. Service members may elect to increase, decrease, or terminate personal contributions to

PERSONAL FINANCIAL MANAGEMENT (CONT'D)

TSP via MyPay at any time, however the NDAA requires the Services to re-enroll members in personal contributions each year if the member terminates personal contributions. Upon completion of 60 days of service (new accessions), or upon election of BRS (opt-in population), the Service will contribute an amount equal to 1% of base pay to the service member's account each month. Upon completion of 2 years of service (new accessions), or upon election of BRS (opt-in population), The Service will match service member TSP contributions up to 4% of base pay.

TP7. Service members who complete 12 years of service are eligible for continuation pay in return for an agreement to serve an additional four years. Continuation pay amount is equal to at least 2.5 times one month base pay, up to 13 months base pay (Active Component); or at least .5 times one month pay, up to six months base pay (Reserve Component). Services have the authority to set continuation pay rates in a manner that supports retention goals. Continuation Pay is taxable in the year received and may be paid out in a single lump sum or spread over no more than four consecutive annual payments at the request of the member.

TP8. Upon retirement service members may elect a lump sum payment or 25% or 50% of the discounted value of their retirement annuity from the time of retirement to full retirement age (currently age 67). Upon attainment of full retirement age, annuity payments revert to the full amount. The discount rate has not yet been determined by DoD.

FOR MORE INFORMATION

Marine and Family Programs website: www.usmc-mccs.org

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READY MARINE CORPS EMERGENCY PREPAREDNESS PROGRAM

BACKGROUND

Ready Marine Corps is the USMC's proactive emergency preparedness, public awareness program. It provides information, tools, and resources to empower the Marine Corps community to live its ethos for "Being Most Prepared When Our Nation Is Least Prepared," which helps support operational force readiness.

Launched by Marine Corps Installations Command (MCICOM) in 2015, the Service-wide program is aligned with the National Ready Campaign and other Department of Defense (DoD) and government preparedness initiatives. Ready Marine Corps supports Marine Corps Order (MCO) 3440.9 and DoDI 6055.17 instruction that "community awareness and emergency preparedness information be made available to all assigned personnel, including family members"; it reinforces the Marine Corps' stance as "America's Expeditionary/Premier Force in Readiness" and commitment to improve the quality of life for Marines and their families. Further, it places the USMC in a position to answer the White House's and Office of Secretary of Defense's call for growing coordinated support of spring's America's PrepareAthon! and September's National Preparedness Month.

As a branded and identifiable program, Ready Marine Corps provides unified and comprehensive emergency preparedness messaging throughout the Marine Corps enterprise, ultimately assisting installation commanders, operational commanders, and key partners in ensuring the readiness, safety, and security of Marines and their families throughout the world.

STATEMENT

When Marines and their families are prepared for all hazards at home and abroad, it helps ensure operational forces are ready to respond effectively to any contingency. Deputy Commandant, Installations and Logistics, Lieutenant General Michael G. Dana emphasized this in 2015 when he stated that enhancing support of Marines and families to increase unit and family readiness was a top priority. Ready Marine Corps advances this mission to strengthen the readiness of the United States' premiere fighting force by equipping Marines, families, and personnel with the information and tools they require to be "Most Prepared When Our Nation is Least Prepared."

TALKING POINTS

TP1. At home and abroad, our Marines face diverse hazards—from hurricanes to earthquakes, manmade threats to diseases. We, as members of the Marine Corps Community, have a responsibility to one another to strengthen our collective resilience through preparedness.

TP2. The Marine Corps is the Premier Force in Readiness, strengthened by the personal preparedness of our Marines, families, and personnel.

TP3. Ready Marine Corps supports MCICOM-Emergency Management's ability to prepare for, respond to, and recover from emergencies and disasters in an all-hazards environment.

TP4. Ready Marine Corps reduces the burden placed on enterprise emergency resources and creates fiscal efficiencies through shared responsibility and partnerships.

READY PREPAREDNESS (CONT'D)

QUESTION & ANSWERS

Q1: In what ways does Ready Marine Corps support operational force readiness?

A1: Ready Marine Corps supports operational force readiness by strengthening the Marine Corps Community's ability to mitigate, prepare for, respond to, and recover from emergencies and disasters in an all hazards environment. Further, operational force readiness, effectiveness, and ability to respond to any contingency is supported when Marines can train and deploy with confidence and mission focus when they know their families are ready and resilient at home through tips and tools available through Ready Marine Corps.

Q2: What population does Ready Marine Corps serve?

A2: Ready Marine Corps serves personnel and family members throughout the Marine Corps community worldwide, including all tenant Commands, military, civilian, and contract personnel.

Q3: Where can I get more information about Ready Marine Corps and Emergency Preparedness?

A3: For information about Ready Marine Corps and tips, forms, and guidance to be prepared for and stay informed about all hazards, visit www.ready.marines.mil. Follow Ready Marine Corps on Facebook and Twitter using @ReadyUSMC to receive timely updates on preparing you and your family for an emergency.

ADDITIONAL SOURCES:

Ready Marine Corps Website: www.ready.marines.mil

Ready Marine Corps Facebook Page: www.facebook.com/readyusmc/

Ready Marine Corps Twitter Account: www.twitter.com/readyusmc/

POINTS OF CONTACT:

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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 missions, which are in line with 30-year historical averages (i.e. approximately 38,500 NPS enlisted). 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 and undoubtedly tougher recruiting environments. 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 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.

RECRUITING 101 TALKING POINTS

TP1. Recruiting has been and will continue to be the lifeblood of the United States Marine Corps, regardless of end-strength requirements. A lower end-strength for the Corps doesn't equate to 'easier' times for Marine Corps Recruiting. Our Recruiting Force is faced with many challenges and obstacles -- but the high caliber Marine recruiters serving in the trenches throughout our Nation continue to 'make mission' and meet the missions assigned by the Commandant of the Marine Corps.

TP2. It has long been said that next to combat operations, recruiting duty is the toughest assignment in the Marine Corps. The Marine Corps currently has approximately 3,760 Marines (165 are female Marines) serving on recruiting duty. These Marines are in every community of our Nation delivering the Corps' 'Tough, Smart, Elite Warrior' message of opportunity to young men and women who aspire to become Marines.

TP3. To accomplish the recruiting mission assigned by the Commandant of the Marine Corps (CMC), Marine recruiters must overcome myriad challenges, such as: 75% of age-qualified youth are unqualified for service due to medical, moral and educational issues; more than 90% of America's youth are disinterested in military service (less than 8% of females are interested in military service); and less than 17% of parents have served in the military – there is a tremendous disconnect between the American population and the military.

TP4. Marines serving on recruiting duty work in excess of 60 hours a week – it takes roughly 10,000 contacts with prospects to deliver 50 Marines to the operational forces. Regardless of the challenges, Marines serving on recruiting duty continue to successfully meet and exceed assigned recruiting missions, while maintaining quality standards well above the Department of Defense requirement and at historic high levels.

TP5. 99.9% of current recruits are high school graduates (DoD standard is 90%), and 74% score in the top three tiers of the Armed Forces Qualification Test (DoD standard is 60%).

RECRUITING (CONT'D)

TP6. While present Quality standards are high, we have not adopted a zero-defect mentality. Everyone makes mistakes. We evaluate each applicant from a whole-person perspective. We seek motivated and dedicated individuals who are mentally, morally and physically qualified to be transformed into Marines. Each applicant must embrace our core values of Honor, Courage, and Commitment. This philosophy is our ethos.

TP7. A primary goal of our recruiting force is to ensure we are shipping men and women to recruit training prepared and qualified to complete challenging physical standards. Our focus remains on combat readiness and generating combat-ready units, while simultaneously ensuring opportunities are provided for every Marine to succeed.

TP8. 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.

TP9. 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.

During FY15, the Marine Corps successfully achieved all accession missions.

Total Force Accessions: Goal – 34,566 Achieved – 34,584

*Reg Enlisted NPS: Goal – 29,450 Achieved – 29,466

*Res Enlisted NPS: Goal – 5,116 Achieved – 5,116

Officer Accessions: Goal – 1,685 Achieved – 1,692

*Active Duty Goal – 1,555 Achieved – 1,558

*Reserves (OCC-R) Goal – 130 Achieved – 134

Prior Service Accessions: Goal – 3,629 Achieved – 3,629 (officer and enlisted, combined)

The following is the Marine Corps' FY16 Accession Mission:

Total Force Accessions: Goal – 35,605

*Reg Enlisted NPS: Goal – 30,500

*Res Enlisted NPS: Goal – 5,105

Officer Accessions: Goal – 1,580

*Active Duty: Goal – 1,450

*Reserves (OCC-R) Goal – 130

Prior Service Accessions: Goal – 3,971 (officer and enlisted, combined)

DIVERSITY TALKING POINTS

TP1. In FY15, diversity officer accessions accounted for 26.31% of officer accessions, exceeding the Marine Corps Recruiting Command's (MCRC) five year average of 19.7%. In FY14, diversity officer accessions accounted for 21.99% of officer accessions.

TP2. Diversity officer accession success is a direct result of the hard work of our officer recruiting force and benefits from our office of diversity engagement initiatives.

TP3. Throughout FY16, MCRC continues to reinforce efforts to recruit a diverse officer corps, which remains a fundamental component of the officer accession mission and a priority of the Commandant of the Marine Corps.

RECRUITING (CONT'D)

TP4. To address CMC's goal to increase the percentage of women to 10% in the Marine Corps, the Marine Corps Recruiting Command has placed a high priority on recruiting qualified women; however, understanding their propensity to join the Corps, we have established a methodical 5-year accession plan to reach the 10% accession goal.

TP5. Marine recruiters currently ship approximately 3,100 young women to recruit training each year, which is 8.7 percent of all accessions. To achieve the future 10 percent goal set by CMC, Marine recruiters will need to ship roughly 3,400 women to recruit training annually. Recruiting Command leadership is confident that Marine recruiters will reach and exceed that goal by Fiscal Year 2019.

TP6. The opening of previously closed career fields, to include combat arms specialties, provides additional choices for women who are considering service as a United States Marine. Every applicant, regardless of gender, will be required to pass the same mental, moral, and physical prerequisites prior to enlisting.

TP7. The Marine Corps remains steadfast in our commitment to ensure that men and women who earn the title "Marine" will be ready, and will provide America with an elite crisis-response force that is ready to fight and win. The Marine Corps will maintain its high quality enlistment standards for both male and female applicants. Applicants will be required to meet all mental, moral and physical qualifications.

TP8. 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.

TP9. The Marine Corps is devoted to educating the American public on Marine Corps values and presenting opportunities to those individuals who possess the aspiration and determination to join our ranks. These initiatives will help generate and sustain a force that has the cultural expertise, language skill sets and a variety of philosophies needed to meet the operational requirements of the Marine Corps.

TP10. The strategic end-state of the Marine Corps' Diversity Program is to strengthen our connectedness with the American people.

TP11. America's Marine Corps deserves to be led by a diverse and representative officer corps. MCRC is committed to improving diversity representation within our leadership ranks since we have integral role at the accession point. It is the recruiting command's aspiration to re-invigorate the Marine Corps' connectedness with the American people on whom the Marine Corps' success or failure ultimately depends.

TP12. Marine Corps Recruiting Command continues to take deliberate actions to increase diversity accessions and outreach, such as executing an "All Community Approach" to planned engagement events, prioritizing elements of our advertising program, continuing awareness initiatives to highlight scholarship opportunities, and the continuous analysis of prospecting and processing activities.

RECRUITING (CONT'D)

The following is a breakdown of **FY15 enlisted accessions**:

White: 77.63%

African-American: 15.50%

Other: 6.87%

Hispanic: 25.61% (*Hispanics are an ethnic group – not a race*)

The following is a breakdown of **FY15 officer accessions**:

White: 83.25%

African-American: 6.10%

Other: 10.65%

Hispanic: 9.56% (*Hispanics are an ethnic group – not a race*)

FY15 enlisted and officer female accessions:

Enlisted: 8.60%

Officer: 9.05%

DVIDS Unit Page

<http://www.dvidshub.net/unit/MCRC?#.VA32xktNyro>

POINT OF CONTACT

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REMOVAL OF RENTERS INSURANCE FROM PRIVATIZED MILITARY FAMILY HOUSING

BACKGROUND

Prior to 2015, Office of the Secretary of Defense (OSD) included the cost of renters insurance when establishing Basic Allowance for Housing (BAH) rates. Since rents for privatized military family housing (known as PPV Housing) are capped at the prevailing BAH rates established by OSD, residents in PPV Housing automatically received renters insurance as a provision of their lease. On 1 January 2015, OSD eliminated the renters insurance component from the BAH rate calculation in an effort to slow the growth in compensation costs, however, corresponding adjustments to PPV Housing renters insurance provisions were not made concurrently.

OSD provided the services guidance on applying the BAH rate changes to PPV Housing in a 27 August 2015 memorandum "Applying Basic Allowance for Housing Reductions to Privatized Housing." In April 2016, the Assistant Secretary of the Navy (Energy, Installations and Environment) authorized the Naval Facilities Engineering Command (NAVFAC) to amend the public private venture (PPV) business agreements to remove the automatic inclusion of renters insurance from PPV leases consistent with the 27 Aug OSD Memorandum. Accordingly, PPV partners will soon have the option to provide renters insurance to military residents as a promotional incentive either at no cost or for a fee. Additionally, military residents will be encouraged, but not required, to obtain renters insurance from the PPV partner (if available) or from local insurance companies once current insurance coverage expires.

Members with rate-protected BAH pre-dating the 1 January 2015 changes will continue to receive BAH that includes an insurance component; therefore, PPV partners are required to provide continued insurance coverage or a benefit of corresponding value to those members until their rate protection would otherwise cease (e.g., Permanent Change of Station, change in paygrade, or change in dependent status). Rate protected BAH effective after 1 January 2015 does not include renter's insurance coverage.

As a transition measure, many PPV leases will continue to include a renter's insurance provision until the PPV business agreements are amended. The targeted date for when leases will be amended, and this change will become effective is 1 September 2016. This transition measure applies to leases (including renewals) executed prior to the PPV business agreement amendment, and will last until the full term of the lease or renewal period expires.

THEMES

- Maintaining transparency, providing easy access to resources and information for Marines and their families, and embracing an open, two-way dialogue with PPV partners and Marines will help manage expectations and allay concerns during the transition period.
- Military Housing Offices (MHOs) are the Marines' resource for getting assistance and questions answered.
- Leadership will emphasize the importance in having renters insurance to protect against an unexpected loss of personal property.
- The Marine Corps will maintain close communication with NAVFAC and PPV Partners to stay abreast of which PPV partners will or will not provide renters insurance coverage in their leases.

TALKING POINTS

TP1. The Navy and Marine Corps are implementing and communicating this change through their respective housing channels.

REMOVAL OF RENTERS INSURANCE (CONT'D)

TP2. In 2015, the removal of renters insurance from the BAH calculation resulted in an approximate 1% reduction in the established BAH rate. Because the current BAH computation no longer accounts for the cost of renters insurance, the Assistant Secretary of the Navy authorized NAVFAC to remove the automatic inclusion of renters insurance from PPV lease agreements pursuant to OSD's memorandum of 27 August 2015. This holds true for other services as well.

TP3. Changes will apply immediately to residents who fall within any of the following categories: residents undergoing a Permanent Change of Duty Station, residents undergoing a change in rank or dependent status, who are not rate protected and are in an automatic renewal option period, and residents who are not rate protected and signing a new lease with the same (or different) PPV Housing property.

TP4. The transition to new renters insurance provisions *will not* apply to residents who are currently under a lease contract or are rate protected at a BAH that predates the 1 January 2015 calculation changes.

TP5. NAVFAC, the executing agent for PPV business agreements, is coordinating with PPV partners to amend the business agreements to remove the automatic inclusion of renters insurance from PPV leases. PPV partners will have the option to provide renters insurance as a promotional incentive for a fee or at no cost, if desired.

TP6. The Marine Corps is working closely with its PPV partners, Property Managers (PMs), and housing offices to ensure a collective understanding of the impact of this change on military families and planned implementation measures. Military Housing Office (MHO) representatives and PPV PMs will be proactive in communicating with residents to talk through the changes and remain ready to answer questions from residents.

TP7. All Marines will be encouraged to obtain renters insurance to protect their personal belongings regardless of where they reside.

QUESTIONS & ANSWERS

Q1. Will my rent go down since renters insurance will no longer be provided?

A1. No. The BAH rates for members not already rate protected were adjusted to remove renters insurance in 2015 and the PPV Housing rents were similarly adjusted based on business agreement requirements. However, the PPV partners have continued to provide renters insurance coverage at no cost because the coverage is still specified in individual leases with residents. The PPV partners will continue to provide coverage at no cost to all residents until the end of the current lease or renewal term, or until rate protected members pre-dating the 2015 changes lose their protection under normal criteria. Accordingly, there will be no adjustment to current PPV Housing rental rates as a result of this change. Please discuss any specific questions about your lease with your local PM or MHO.

Q2. Why do I need renters insurance?

A2. Renters insurance covers your personal property and your personal legal responsibility (or liability) for injuries to others and/or their property while they are on your property. Accordingly, coverage is recommended to cover your personal property (e.g. electronic equipment, furniture, clothing), to protect you from being liable for damage you might cause to the building inadvertently (e.g., a kitchen fire or a plumbing mishap), and to protect you from being liable for injuries to others while on your property.

REMOVAL OF RENTERS INSURANCE (CONT'D)

Q3. When will the change to my rent and/or renters insurance occur if I'm already in privatized housing?

A3. If you are rate protected at BAH pre-dating the 2015 changes, your rent and/or renters insurance coverage will change only when you would lose your protection under normal criteria (e.g., Permanent

Change of Station, change in paygrade, or change in dependent status). If you are rate protected at BAH effective after the 2015 changes, or you are not rate protected, your BAH already accounts for the removed renters insurance and the renters insurance changes may be effective as soon as your current PPV lease or renewal period expires, or you are presented with a new lease to sign. Please check with your local PM or MHO for details.

Q4. Where can a service member go to find renters insurance?

A4. Most major insurance providers offer rental insurance policies. There are different rental insurance options based on the level of protection or property the service members want to insure. Naturally, the desired amount of coverage will impact the cost of obtaining insurance.

Q5. How much does renters insurance cost?

A5. The National Association of Insurance Commissioners (NAIC) quotes the average insurance policy at \$15 to \$30 per month. Specific renters insurance costs will depend on your individual circumstances and desired coverage.

Q6. Does the Basic Allowance for Housing (BAH) rate protection apply to this change?

A6. Yes, if you are rate protected at a BAH pre-dating the 2015 changes. In that case, your protected BAH rate continues to include the renters insurance component and the PM is required to continue insurance compensation or to provide comparable compensation until your protection ceases under normal criteria. If your rate protection applies to a BAH rate effective after the 2015 changes, your BAH rate will remain protected but your automatic renters insurance coverage will cease at the end of your lease or renewal term.

POINT OF CONTACT

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ROTATIONAL MARINE CORPS PRESENCE IN NORWAY

BACKGROUND

The United States Marine Corps will establish a limited rotational presence in Vaernes, Norway, by early 2017, enhancing Marine Corps readiness to conduct training and operations in support of U.S. European Command (USEUCOM) requirements. The force operating primarily in the Nordic region will be ready for employment throughout the EUCOM Area of Responsibility (AOR). As the crisis response force of choice, this force will remain available to support regional crisis response requirements. The force will focus on regional engagement throughout the Nordic and Baltic States conducting various named exercises, cold weather and mountain training in arctic conditions, exercise prepositioned equipment, and military-to-military engagements with regional Allies and Partners, which enhances our overall interoperability with Allies and Partners. The Marine Corps would establish a limited rotational presence of approximately 300+ Marines, consisting of a reinforced company with logistics enablers. The duration of this endeavor is currently undetermined and subject to political approval in Norway, however the Government of Norway is expected to grant permission for a one-year trial period.

TALKING POINTS

TP1. “The United States has a long and close relationship with Norway on defense and security cooperation. At almost any given time, Norway is hosting training or exercises with the United States and other allies and partners to support interoperability of forces. The Government of Norway has agreed to allow the U.S. Marine Corps to establish a limited rotational force of approximately 330 Marines in Vaernes, Norway beginning in January 2017. Their presence in Norway will improve and further develop interoperability by allowing the Marine Corps to perform cold weather and mountain training in Arctic conditions.”

TP2. A Marine Corps limited rotational presence in Norway facilitates military exercises in the Nordic and Baltic regions that: supports NATO and USEUCOM operational plans; increases interoperability with Nordic and Baltic Allies and Partners; advances efforts for more naval integration; and enables recuperation of the Marine Corps’ cold weather and mountain proficiencies.

TP3. Our position in Norway leverages our maritime expeditionary capabilities and those of our British, Norwegian and Dutch allies more expediently.

TP4. It is likely that when we do respond to the next crisis, it will be with our NATO Allies and Partners right beside us. We don’t know when a crisis will happen, or where it will occur, but enhancing the interoperability of maritime forces will only prove beneficial in the years to come.

TP5. Operating from Norway galvanizes the Marine Corps’ long and close relationship with the Norwegian Armed Forces.

TP6. The Marine Corps will maintain a presence in the Black Sea region through exercises and other military-to-military training.

TP7. The combined movement of troops by the Marine Corps into Norway and the Army into Romania and Bulgaria yields a net gain of U.S. forces in the region.

ROTATIONAL MARINE CORPS PRESENCE IN NORWAY (CONT'D)

QUESTIONS AND ANSWER

Q1. Why establish a Marine Corps limited rotational presence in Norway?

A1. We believe that no nation can confront today's challenges alone. Therefore a Marine Corps limited rotational presence in Norway facilitates military exercises in the region, which 1) supports NATO and USEUCOM operational plan, 2) increases interoperability with Allies and Partners, 3) advances efforts for more naval integration, 4) and enables recuperation of the Marine Corps' cold weather and mountain proficiencies. Additionally, operating from Norway galvanizes the Marine Corps' long and close relationship with the Norwegian Armed Forces.

Q2. How long will the U.S. Marine Corps deploy the limited rotational force in Norway?

A2. Our limited rotational force in Norway will remain as long as the Norwegian government welcomes us and as long as the Marine Corps can commit the requisite resources – funding, personnel, and equipment – to the deployment.

Q3. How much will the move cost the American taxpayer to maintain Marines in Norway and Romania?

A3. The Marine Corps' limited rotational presence in Norway will be supported in part by the President's European Reassurance Initiative, which was initiated in 2014 to underscore the U.S. commitment to the security and territorial integrity of Europe, and to increase the capability, readiness, and responsiveness of all NATO forces. Our initial estimates indicate that increasing our activity in Norway requires a minor increase in spending that can be readily absorbed within our current operating budget. Furthermore, those estimates include several one-time startup costs but do not include future cost saving initiatives we will pursue with our Norwegian hosts. Our limited rotational force in Norway represents a significant strategic enhancement of the U.S. force posture in Europe.

Q4. Are there still Marines in Bulgaria?

A4. The forces in Bulgaria will conclude their three rotations as planned, beginning in August 2015 and ending in February 2017. Beyond February 2017 there will no longer be Marines based at the Novo Selo Training Area or anywhere else in Bulgaria.

Q5. Are the same Marines who were in Bulgaria transferring to Norway? Or is it a different unit?

A5. No, the forces based in Bulgaria will return to the United States in February 2017.

Q6. Will another U.S. unit replace the Marines in Bulgaria? If so, which one?

A6. As plans and agreements are still being developed, it is too soon to speculate on what that will look like.

POINT OF CONTACT

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SEA DRAGON 2025 (SD 2025)

“Sea Dragon 2025 institutionalizes our campaign of learning process and will blend innovative ideas, concepts, continuous and iterative wargaming, and deliberate experimentation to refine the Marine Corps of the future. It is a commitment to innovation through experimentation. It is a quest for solutions to the problems of tomorrow.” - Gen. Robert B. Neller, the 37th Commandant of the Marine Corps, ALMAR 024/16

BACKGROUND

“Sea Dragon 2025 shapes the future force through continuous innovation.”

Over the last 15 years, the Marine Corps has fought the wars in Iraq and Afghanistan and continued to respond to crises around the globe, during which Marines and Sailors have preserved and enhanced the professional warfighting legacy of our Corps. We know, however, that future threats will evolve in ways that the current force is not postured to address. Our potential and current adversaries continually innovate and develop new capabilities many of which now equal or exceed our own. This unstable and increasingly dangerous global situation is further complicated by a constrained resource environment. Despite this challenging fiscal environment we must continue current operations, reset our equipment, and maintain our warfighting readiness, while at the same time, innovate and modernize the force. Therefore, it is imperative that we aggressively wargame and experiment with new ways to operate and develop a Marine Corps that retains and improves its warfighting edge. Sea Dragon 2025:

- Is the largest live-force experiment activity undertaken by the Marine Corps in recent history.
- Is driven by the demands of the operating environment, considers the limitations of fiscal realities, is informed by national security strategies, is nested within the maritime strategy and is guided by the Commandant's Planning Guidance.
- Will focus predominantly in the areas of manning, training and equipping to inform a comprehensive Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities (DOTMLPF) assessment process.
- Will be comprised of studies, wargames, live-force experiments and science and technology assessments all feeding into the overall Campaign of Learning.
- Will inform Marine Corps Force 2025 (MCF 25), a ten-year effort, to ensure the Marine Air-Ground Task Force is postured to address future challenges.

APPROACH

- SD 25 is designed to support the Marine Corps Force 2025 (MCF 25) efforts.
- Marine Corps Combat Development Command and the Marine Corps Warfighting Laboratory, in partnership with the operating forces, are leveraging existing exercises and deployments in order to inform MCF25 force design decisions.
- New structures, organizations, tactics, techniques and procedures along with emerging technologies will be assessed across the full range of military operations.
- SD 25 will focus predominantly in the areas of manning, training, and equipping to inform a comprehensive DOTMLPF assessment process. The final report will inform doctrine, logistics and facilities.
- SD 25 is a three-phase approach designed to explore, refine and validate emerging concepts and identify ways to maintain and refine the current force while enabling it to counter future threats.

SEA DRAGON (CONT'D)

- SD 25 Phase I will include observations of 3rd Battalion, 5th Marine Regiment (the service's experimental force), as they participate in:
 - Integrated Training Exercise (ITX)
 - Steel Knight 17 (SK 17)
 - 31st MEU Pre-Deployment Training
 - Marine Corps Combat Readiness Evaluation (MCCRE)
 - Exercise Talisman Sabre 17 (TS17)
 - 31st MEU's Certification Exercise (CERTEX)
- Phase II will be a refinement period based on the knowledge gained during the iterative assessment period.
- Phase III is the validation period.

REFERENCES FOR MORE INFORMATION

ALMAR: <http://www.marines.mil/News/Messages/Messages-Display/Article/900781/sea-dragon-2025/>

WEBSITE: <http://www.mcwl.marines.mil/>

POINTS OF CONTACT:

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Mr. Matt Lyman, MCWL Public Affairs Contractor, 703-432-0980, matthew.lyman.ctr@usmc.mil

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

BACKGROUND

Survey results indicate that sexual assault is an under-reported crime, which means the number of incidents estimated to occur exceeds the number of victims coming forward to report. The Marine Corps SAPR Program thus aims to increase awareness of sexual assault while decreasing prevalence. The number and disposition of incidents of sexual assault is released annually in the Department of Defense (DOD) Annual Report on Sexual Assault in the Military. While data will not be finalized until the release of the annual report in May 2017, the Marine Corps has seen the following trends so far in FY16:

- *Decrease in Number of Reports.* While holding steady from FY14 (880) to FY15 (879), the number of reports in FY16 is down (825).
- *Increase in Reports Filed by Male Marines.* The number of males reporting continues to increase overall as well as in Unrestricted Reports. Male reporting has increased 382.9% since FY12, a positive trend for a population reluctant to report.

Due to the inherent complexities of the overall content and data in the Annual Report, all media queries should be directed to the Manpower and Reserve Affairs (M&RA) Public Affairs Office (PAO) (manpower.pao@usmc.mil), while also copying LtCol Margolis (michael.margolis@usmc.mil) and Maj Rilea (anna.rileagolby@usmc.mil).

TALKING POINTS

TP1. Sexual assault trends are measured using actual reports of sexual assault as well as confidential survey data, which measures prevalence. As an under-reported crime, we look to close the gap between actual reports and prevalence. The Workplace & Gender Relations Survey for Active Duty Service Members is administered every two (2) years. The next survey's results (measuring prevalence) will be released in May 2017, and will provide information to leaders in the Marine Corps about members' experiences of gender discrimination, sexual harassment, and/or sexual assault.

- According to the 2014 RAND Military Workplace Study (an anonymous survey), the prevalence of unwanted sexual contact in the Marine Corps decreased from FY12 to FY14. Although prevalence decreased from FY12 to FY14, the number of Marines experiencing unwanted sexual contact is unacceptable and in direct opposition to our core values. One sexual assault is too many. We owe it to each Marine to provide quality, comprehensive victim services; to hold offenders appropriately accountable; and to enact programs that will lead to the prevention of this crime.

TP2. Retaliatory behavior is unacceptable, and the Marine Corps has a zero tolerance policy. A public service announcement from the Commandant of the Marine Corps, monthly safety check-ins, and case management group oversight are a few of the initiatives the Marine Corps is using to address retaliation.

TP3. Recent Marine Corps SAPR initiatives have focused on outreaching to male Marines, including a campaign designed to raise awareness of male victimization and encourage male victims to report. Ongoing studies examine reporting decisions of male victims, including the perceived barriers and facilitators to reporting.

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) (CONT'D)

TP4. HQMC SAPR is using innovative techniques to reach out to Marines about sexual assault, including an active social media campaign and a series of new initiatives slated for implementation in 2017. Some examples of these initiatives include the following.

- Since launching its social media campaign in October 2014, SAPR has reached more than 6.1 million viewers with 26 different SAPR messages posted on Facebook, Twitter, Instagram, and YouTube.
- Designed for Marines who attend grade-appropriate Professional Military Education (PME) courses, updated course curricula and a series of new hip-pocket guides will encourage Marines to join a continuous conversation about sexual assault prevention and response.

WEBSITES FOR MORE INFORMATION

SAPR Website: www.manpower.usmc.mil/familyprograms

DoD Website: www.sapr.mil

POINT OF CONTACT

Maj Garron J. Garn, M&RA PAO, 703-784-9047, garron.garn@usmc.mil

SOCIAL MEDIA AND ONLINE GUIDANCE

BACKGROUND

In today's complex and decentralized information environment, the Marine Corps recognizes the value of Marines sharing their experience of service via social media. The Marine Corps encourages its personnel to engage in social media communities while remaining mindful of propriety, personal privacy and operational security considerations. The social media handbook, The Social Corps, outlines the Marine Corps' social media principles to empower Marines to participate with our social media community. The intent is to engage in greater discussion as even better communicators and improved representatives of our Corps. The handbook, combined with other references available on Marines.mil's social media page, helps guide and assist commanders' and Marines' activities relative to the social/online environ.

TALKING POINTS

TP1. The social media handbook does not restrict a Marine's right to freedom of speech, but rather advises Marines how their comments can be used by the media or others, making them de facto spokespersons for the Marine Corps

TP2. The Marine Corps encourages its personnel to engage in social media communities using sound judgment and common sense, adhering to the Marine Corps' core values of honor, courage and commitment, following established policy, and abiding by the Uniform Code of Military Justice (UCMJ).

TP3. The Marine Corps respects the rights of its Marines to use social media platforms as a form of ethical self-expression, and also as a means to further share our Marine Corps' story.

TP4. Consistent with personal privacy and operational security considerations, Marines should only discuss Marine Corps issues related to their own professional expertise, personal experience, or personal knowledge.

TP5. Commanders are responsible to educate their Marines, civilians, contractors, and family members on the benefit of routinely reviewing their online and social media presence and behavior.

TP6. Marines and civilian personnel must ensure their social media/online footprint and habits do not compromise their personal or operational security.

REFERENCES FOR MORE INFORMATION

MARADMIN 173/15: [Review of Online Personal Information and Habits](#)

USMC Social and Online Guidance: <http://www.marines.mil/News/SocialMedia.aspx>

POINTS OF CONTACT

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OUSMCC Digital Engagement Team, (703) 693-4911, devildog@gmail.com,

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SPECIAL-PURPOSE MARINE AIR-GROUND TASK FORCE CRISIS RESPONSE-AFRICA

BACKGROUND

SPMAGTF-CR-AF is a rotational self-command and controlled, self-deploying, and highly mobile crisis response force allocated to U.S. Africa Command to respond to missions in permissive and uncertain environments to protect U.S. personnel, property, and interests in the AFRICOM area of responsibility. SPMAGTF-CR-AF conducts crisis response, contingency operations, theater security cooperation, enabling operations and all other missions as may be directed throughout the COCOM to support requirements in the "New Normal" environment.

The official request for forces for a SPMAGTF-CR-AF was made in February 2013, and the Marine Corps established the initial force in March 2013. SPMAGTF-CR-AF 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, SPMAGTF-CR-AF operates in support of USAFRICOM. Forward-basing of the SPMAGTF-CR-AF 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.

Historically, the force has repositioned to respond to unrest and contingency operations seven times: May, September, October, and December 2013; July and October 2014; and finally in March 2015.

On June 17, 2015, the Deputy Secretary and Deputy Foreign Minister Ignacio Ybanez signed an amendment to the Agreement on Defense Cooperation (ADC) with the Spanish government to change the current deployment of the SPMAGTF to Morón from temporary to permanent and authorized an increase in U.S. personnel and aircraft (2,200 personnel and 36 aircraft maximums). The amendment must still be ratified by the Spanish Parliament before being finalized.

CAPABILITIES AND MISSIONS

SPMAGTF-CR-AF is postured to respond to a broad range of military operations in the AFRICOM 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, SPMAGTF-CR-AF can serve as the lead element, or the coordination node, for a larger joint/combined element.

SPMAGTF-CR-AF also conducts military-to-military training exercises throughout the AFRICOM and the EUCOM areas of responsibility. Working with partner nations promotes regional stability on the European and African continents. These partnerships are at the core of dealing with regional issues and keeping peace in the region.

COMPOSITION

SPMAGTF-CR-AF is a rotational contingent of approximately 1,750 Marines, sailors and support elements sourced from subordinate units within II Marine Expeditionary Force, Camp Lejeune, N.C. Its organic assets include (12) MV-22B Osprey tiltrotor aircraft, (4) KC-130J Hercules aerial refueling tankers, (1) UC-12, a logistics and sustainment element, and a reinforced company of infantry Marines.

The headquarters and crisis response force accounts for about 800 Marines and sailors and is located aboard Morón Air Base, Spain. SPMAGTF-CR-AF Detachment A is located aboard Naval Air Station Sigonella, Italy, with approximately 300 Marines and sailors focused on conducting theater security engagements throughout Africa. In addition to the forces positioned in Spain, an infantry company with enablers of about 250 Marines subordinate to SPMAGTF-CR-AF is positioned out of Mikhail Kogalniceanu, Romania. The company is collocated with the Black Sea Rotational Force, also at MK.

SPMAGTF CRISIS RESPONSE-AFRICA (CONT'D)

This company is also allocated to USAFRICOM in order to provide additional rapid response forces to the African continent.

- Command Element: 2nd Marine Regiment; Commanding Officer, Col Daniel Q. Greenwood
- Aviation Combat Element: VMGR-252 (KC-130J); VMM-266 (MV-22)
- Ground Combat Element: 2nd Battalion, 8th Marines, LtCol Paul Teachey
- Logistics Combat Element: CLB-2 (rotating with CLB-8 in January) LtCol Randall K. Jones

ADDITIONAL SOURCES

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

<https://www.dvidshub.net/unit/USMCFE>

POINT OF CONTACT

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SPECIAL-PURPOSE MAGTF CRISIS RESPONSE-CENTCOM

BACKGROUND

Established in October 2-14 and currently in its fourth iteration, the Marines and sailors of Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command continue to serve as the Marine Corps' land-based, expeditionary crisis and contingency force in U.S. Central Command. SPMAGTF-CR-CC conducts crisis response, contingency operations, theater security cooperation, enabling operations and all other missions as may be directed throughout the COCOM to support requirements in the "New Normal" environment. This forward unit has become an integral part of Operation Inherent Resolve, providing kinetic and non-kinetic strike capabilities, aviation logistics support to operations across Iraq, a dedicated Tactical Recovery of Aircraft and Personnel force, and the security forces aboard Al-Taqaddum Air Base and Al Asad Air Base, Iraq. Aside from operations directly supporting OIR, SPMAGTF-CR-CC works with the Jordanian Armed Forces to develop and professionalize a first-of-its-kind Quick Reaction Force. The command's partnership extends to other nations in the region through numerous Theater Security Cooperation Exercises that have included: Iron Magic (U.A.E) and Native Fury (Oman).

THEMES AND MESSAGES

CRISIS RESPONSE

- SPMAGTF-CR-CC is a fully capable crisis response force with the ability to project power over vast distances using organic air and ground combat assets.
- Being forward deployed and based in several locations with host nation concurrence allows the SPMAGTF-CR-CC to react to a variety of contingencies with little notice.

THEATER SECURITY COOPERATION

- By training, enabling, and increasing the capacity of our partner nation's security forces and militaries, SPMAGTF-CR-CC TSC events may lessen the need for large scale U.S. involvement in the region.
- Having SPMAGTF-CR-CC Marines in the CENTCOM AOR to conduct combined-joint military training with regional partners strengthens our strategic relationships and enhances regional stability.

PROJECTION OF COMBAT POWER

- The Marines and Sailors of SPMAGTF-CR-CC receive highly effective and realistic training prior to arriving in the USCENTCOM AOR. They are prepared for the mission at hand and ready to respond to crisis in the AOR.

COMPOSITION

SPMAGTF-CR-CC is a rotational contingent of approximately 2,300 Marines, sailors and support elements sourced from subordinate units within I Marine Expeditionary Force, Camp Pendleton, Calif. SPMAGTF-CR-CC is commanded by a colonel and is comprised of air, logistics, and ground combat elements. These elements will provide the crisis response force with organic lift, sustainment and support, and strike capabilities.

- Command Element: 5th Marine Regiment Headquarters; Col Kenneth Kassner, Commanding Officer
- Aviation Command Element: VMFA(AW)-533 (F/A-18); VMGR-352 (KC-130J); VMM-363 (MV-22) and MWSS-373
- Ground Combat Element: 2nd Battalion, 7th Marine Regiment (Echo, Fox, Golf and Weapons Co.)
- Logistics Combat Element: Combat Logistics Battalion 5 (Transportation Support, Engineer, Explosive Ordnance Disposal, Maintenance, Medical, Services and Supply Detachments)

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SPECIAL-PURPOSE MAGTF CRISIS RESPONSE-CENTCOM (CONT'D)

ADDITIONAL RESOURCES

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

<https://www.dvidshub.net/unit/5MEB>

POINT OF CONTACT

1stLt. Christopher Harrison, SPMAGTF-CR-CC, Public Affairs Officer, DSN 302-324-9256;

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SPMAGTF-SOUTHERN COMMAND

BACKGROUND

In May 2016 to approximately November 2016, U.S. Marine Corps Forces, South (MARFORSOUTH) will support the SPMAGTF-SC deployment of 294 Marines and sailors to the U.S. Southern Command (USSOUTHCOM) area of responsibility (AOR). The purpose of this deployment is to conduct Security Cooperation events in order to support USSOUTHCOM and Country Team objectives, while being prepared to provide emergency response and other requirements as directed by the Combatant Commander (CCDR).

SPMAGTF-SC's mission is to build partner capacity and support regional Security Cooperation further enabling our regional partners to provide security and prosperity to their citizens, and maintain a flexible and responsive force that can rapidly conduct HA/DR operations in the region in the event of a disaster or emergency. SPMAGTF-SC is scheduled to work in Belize, El Salvador, Guatemala, and Honduras to build upon the success of last year's SPMAGTF-SC deployment, security cooperation efforts and established relationships within the region. SPMAGTF-SC is sourced mainly from Marines and Sailors from U.S. Marine Corps Forces Reserve, from 42 units across 20 different states. This deployment will enable our partners to improve the security of their populations and be able to provide humanitarian assistance/disaster relief (HA/DR) in case of a major disaster—countering misperception and continuing to building trust, credibility and understanding with those key publics on whom our success ultimately depends.

KEY MESSAGES

- SOUTHCOM is committed to building and sustaining enduring partnerships.
- We are flexible and responsive to local and regional needs.
- We are focused on engineering and building partner-nation capacity.
- We utilize our close mil-mil relationships with our partners to have a meaningful impact on cooperative efforts to bring stability to their country.
- Security cooperation with our partners provides mutual benefits. Together, we hone our skills.
- We are supportive of the government of [--] efforts to bring security and prosperity to their citizens.
- We ensure that our Marines are prepared to provide ready, agile and effective support to our nation and our partners throughout the region in an emergency.
- By working together, we achieve effective solutions to common and shared challenges.

QUESTIONS & ANSWERS

Q1: Is there an operation name?

A1: No. Special Purpose Marine Air Ground Task Force – SOUTHERN COMMAND (SPMAGTF-SC) is the name of the task force that will deploy from Camp Lejeune, N.C. SPMAGTF-SC is small in size, approximately 300 Marines and Sailors from across the region, with capabilities that will support engineering assistance projects in Honduras, Guatemala, El Salvador and Belize. The SPMAGTF-SC will be available to support disaster relief and disaster preparedness, if the host country requests U.S. Government assistance and if- tasked to do so by the U.S. Government.

Q2: When was this unit created?

A2: The MAGTF was formed in March 2016 and is comprised primarily of Reserve Marines. It will deactivate upon returning to the U.S. 2016 marks the second deployment of the Special Purpose Marine Air Ground Task Force that is solely dedicated to the USSOUTHCOM area of responsibility on a temporary basis.

SPMAGTF-SOUTHERN COMMAND (CONT'D)

Q3: Did each ambassador approve the mission, by definition, cap the troop in country? What's the cap?

A3: As the President's highest-ranking representative in each country, the U.S. Ambassador approves U.S. defense cooperation activities with the host nation. His staff includes a Security Cooperation Office that serves as SOUTHCOM's liaison with the host nation armed forces and ministries to define our defense cooperation activities, including this one. The size of the deployment is based on the personnel strength needed to accomplish the mission and is also closely coordinated with host-nation governments. The mission is carried out with the host government's invitation, consent and approval. We are supportive of the Government of _____ efforts to bring security and prosperity to their citizens.

Q4: When was the last time the Marines were on such an extended stay in Central America?

A4: June to November of 2015, which coincided with the hurricane season. This is the second deployment of SPMAGTF-SC to be temporarily stationed within the region. marFORSOUTH maintains a persistent, small-footprint with our security cooperation teams.

Q5: Is this the largest, extended Marine deployment into Central America since the 1963 CIA coup? The Contra war?

A5: As mentioned before, we currently have Marine teams that rotate in and out of the region, to include as part of the US Navy Southern Partnership Station annual deployment. We will work out of the Honduran airbase at Soto Cano, where we have a longstanding history of working in partnership to support humanitarian assistance, disaster preparedness and security cooperation in the region. We ensure that our Marines are prepared to provide ready, agile and effective support to our nation and our partners in an emergency.

In 2012 there was a temporary deployment of around 200 Marines in Guatemala as well as last year's SPMAGTF-SC-15, which consisted of 285 Marines in Honduras, both of which coincided with hurricane season.

Q6: Who is the commander? What's the highest ranking Marine in command in each country?

A6: The SPMAGTF commander is Col. Thomas Prentice. The security cooperation teams' officers in charge are majors and captains.

Q7: Where will they live in?

A7: The Marines will primarily be housed at Soto Cano and with their partner nation counterparts throughout the region to support humanitarian assistance, disaster preparedness and security cooperation. We utilize our close mil-mil relationships with our partners to have a meaningful impact on cooperative efforts to bring stability to their country.

Q8: How many of them will be involved in anti-drug operations? Will they be hunting terrorists? How many of them will be involved in riverine operations?

A8: The Marines assigned to the small security cooperation teams, distributed throughout the four countries, will focus on building partner nation capacity. The engineers will support humanitarian assistance projects and the overall force will be available to support disaster relief and disaster preparedness. By working together, we achieve effective solutions to common and shared challenges.

Q9: What is their largest caliber weapon? Will it include Special Forces? What are they bringing besides their rifles and heavy-lift helicopters? The choppers are weapon used right? 50 caliber?

A9: The helicopters will deploy with their standard security measures.

SPMAGTF-SOUTHERN COMMAND (CONT'D)

Q10: How many of these Marines being deployed have battlefield experience in Iraq or Afghanistan? How many have multiple deployments into battlefield situations? How many reporters will be embedded on this mission? And how many has Admiral Tidd already approved?

A10: All our Marines have different experiences, including deployments to the Middle East, as well as other parts of the world but what is important to emphasize is that the bulk of the force is comprised of engineers, logistics support and aviation personnel. SPMAGTF-SC will deploy during hurricane season, to support countries in the region in the event of a hurricane or other major disaster. We ensure that our Marines are prepared to provide ready, agile and effective support to our nation and our partners throughout the region in an emergency

POINT OF CONTACT:

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SQUAD LEADER DEVELOPMENT PROGRAM

BACKGROUND

The Squad Leader Development Program (SLDP) was created to ensure small unit leaders are provided with the tools necessary to operate in more complex, distributed environments. The SLDP focuses on second-term enlisted infantry Marines and is scheduled for initial implementation in 2015. SLDP was designed to professionalize the squad leader billet by synchronizing the professional military education and advanced infantry training associated with a Marine Sergeant serving as an infantry squad leader.

The Squad Leader Development is the sole means of attaining the sergeant-only MOS of 0365. There exist two tracks through which the 0365 MOS is attained.

- Operating Forces Track: Marines selected for SLDP are sent to attend the Infantry Small Unit Leaders Course (ISULC) and the Sergeant's Course. Upon completion, they are sent to an infantry battalion as a squad leader.
- Combat Instructor Track: Marines selected for SLDP are sent to the Marine Combat Instructor School (MCIS) and conduct a shortened combat instructor tour. Subsequently, they are sent to ISULC and the Sergeant's Course and, upon completion of those courses, sent to an infantry battalion as a squad leader.

TALKING POINTS

TP1. The program supports the tenets of Commandant's Planning Guidance, EF 21, and underscores the importance of leader development and professional military education to the Marine Corps.

TP2. The SLDP creates a process where the best qualified Marines are selected to become infantry squad leaders. Units will benefit by having SLDP Marines dispersed throughout the battalion structure, providing well-trained leaders versed in complex and distributed operations. Newly-trained 0365s will arrive at their battalions just prior to the unit's pre-deployment training program (PTP), thus maximizing unit cohesion by establishing steady leadership throughout workups and deployment.

TP3. Marines selected for SLDP will be receive pay bonuses, will have prioritized training and education through ISULC and the Sergeant's Course, and will have a guaranteed assignment to an infantry squad leader billet. Corporals selected for SLDP will be automatically promoted to sergeant.

WEBSITES FOR MORE INFORMATION

[SLDP MARADMIN](#)

POINTS OF CONTACT

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SUICIDE PREVENTION AND RESPONSE

BACKGROUND

It takes a Marine community to prevent suicide. Each loss to suicide has far-reaching impact on families, friends, and Marines left behind. To be effective, suicide prevention requires full engagement across the Marine Corps.

TALKING POINTS

TP1. Suicide adversely affects morale, unit cohesion, and ultimately unit effectiveness and readiness. Our best resources are Marines helping Marines. Peers receive training and education on risk factors and warning signs of suicide with the annual Unit Marine Awareness and Prevention Integrated Training (UMAPIT). The goal of this knowledge and skills-based prevention training is to increase acceptance, practice help-seeking behaviors, and promote awareness to recourses available to help their fellow Marine.

TP2. Family members are often the first to observe warning signs of suicide. We equip families with tools to respond and take action: Conquering Stress with Strength (CSWS) is a family-focused workshop developed to teach Marine families to effectively understand and address severe stress reactions.

TP3. Behavioral Health programs link our Marines identified as "at risk," during times of transitions, with InTransition. This free and voluntary program provides psychological health care and support to Marines and their families during times of transition.

TP4. Expansion of Families OverComing Under Stress (FOCUS), a research based prevention program that addresses trauma and builds resiliency in military families, to seven additional installations.

TP5. The Marine Intercept Program (MIP) establishes procedures to ensure standardized coordination of care and follow up for all Marines and attached Sailors known to have a suicidal ideation or attempt. MIP provides caring contacts, ongoing risk assessment, safety planning, and reintegration.

TP6. The DSTRESS Line provides Marines, attached Sailors, and family members "one of their own" to speak with about everyday stress. DSTRESS Line is available 24 hours a day, 7 days a week, by phone and chat at www.dstressline.com.

TP7. The Virtual Hope Box (VHB) is a smartphone application. This app assists with emotional regulation and coping with stress via personalized supportive audio, video, pictures, games, mindfulness exercises, positive messages and activity planning, inspirational quotes, coping statements, and other tools. VHB was developed by the National Center for Telehealth and Technology, a program from the U.S. Department of Defense Center of Excellence for Psychological Health and Traumatic Brain Injury.

TP8. In 2011 the recommendations for reporting on suicide were developed by leading experts in suicide. The USMC adheres to the Center for Disease Control and Prevention (CDC) guidelines of suicide terminology that standardizes terminology and education on suicide prevention. The use of standardized language is critical to understanding, reporting, and data surveillance across many communities.

FOR MORE INFORMATION

Marine and Family Programs website: www.usmc-mccs.org

POINT OF CONTACT

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SUBSTANCE ABUSE PROGRAM (SAP)

BACKGROUND

The Substance Abuse Program (SAP) achieves its mission by providing a full spectrum of evidence-based programming including prevention and education initiatives, Substance Use Disorder (SUD) counseling, and cutting-edge drug and alcohol deterrent activities.

TALKING POINTS

TP1. Drinking too much alcohol increases risk of injuries, violence, sexual assault, liver disease, some types of cancer and other health related issues. The goal of the SAP is to reduce the likelihood of substance misuse for Active and Reserve Marines and Sailors, as well as their family members.

TP2. SAP increases the operational readiness and health of the Marine Corps by providing timely, effective substance misuse deterrent measures, as well as unsurpassed prevention, intervention, and treatment services. Prime For Life is an evidence-based early intervention course utilized to increase education/awareness levels to assist Marines in making low-risk decisions.

TP3. The primary deterrent method to combat drug use is through the Marine Corps urinalysis program. Counseling services for SUDs address a wide range of issues: relationships, stress management, and emotional regulation, as well as specific substance misuse issues including alcohol, illicit drugs, and the misuse of prescription drugs.

TP4. SAP Prevention uses the Alcohol Screening Program as a deterrent to prevent Marines from being under the influence of alcohol while on duty. This program utilizes breathalyzer testing in conjunction with the urinalysis testing, with 10 percent random testing monthly. At the commander's discretion, if a Marine tests positive, he may be referred to the Substance Abuse Counseling Center for screening or to medical for a "fit for duty" exam.

TP5. SAP collaborates with other programs such as the Community Counseling, Sexual Assault Prevention and Response, Semper Fit, and Family Advocacy within the Marine and Family Programs Division, as well as the Navy Bureau of Medicine and various community partners to better facilitate integration and coordination of services across the Marine Corps. This goal is achieved through the utilization of an integrated prevention and care model, individualized planning, and warm hand-offs.

FOR MORE INFORMATION

- Marine and Family Programs website: www.usmc-mccs.org
- Military One Source website: www.militaryonesource.mil
- DSTRESS Line website: www.dstressline.com

POINT OF CONTACT

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heather.hagan@usmc-mccs.org [Transformation Updates](#)

TOWNSEND BOMBING RANGE EXPANSION AND MODERNIZATION (TBR)

BACKGROUND

The nature of modern combat and warfare technologies is evolving; the training ranges that prepare Marine aviators must also adapt to meet and to anticipate these changes. Current and future Marine Corps operations require aircrew expertise in the use of precision-guided munitions (PGM). At present, the Marine Corps' East Coast ranges cannot accommodate realistic, PGM training. In order to train to the level required by the Marine Corps, the aviators stationed at Marine Corps Air Station Beaufort deploy to the West Coast ranges (in Arizona and California) to train with PGM and complete the remainder of the training. This reliance on the West Coast ranges renders Marine Corps aviation training, overall, suboptimal and less efficient because it detracts from the West Coast ranges' focus on advanced-level and higher skills training for which those ranges are uniquely suited.

Townsend Bombing Range (TBR) is the primary air-to-ground training range for aviation units stationed at MCAS Beaufort, home to Marine Aircraft Group 31 (MAG-31) and its six operational F/A-18 squadrons. TBR is located within the local flying area of MAG-31, an area defined as the maximum distance an aircraft can travel, complete its mission, and return to base without refueling or landing. MAG-31 utilizes the air-to-ground training range at TBR to remain the aviation force-in-readiness. TBR also supports training for other aviation units in the Marine Corps, as well as the U.S. Air Force, the U.S. Army, the U.S. Navy, and the Air National Guard.

The Marine Corps will modernize and expand TBR through the acquisition of land adjacent to the current range. Modernizing TBR to accommodate inert PGM training will also significantly enhance East Coast aviation unit training efficiency and enable more efficient utilization of the other Marine Corps training ranges to achieve unit readiness in support of national defense. The proposed expansion and modernization at TBR will provide aviators with the ability to train with inert PGM at TBR and conduct follow-on large-scale unit exercises with live ordnance at the ranges on the West Coast. This expansion will lead to more efficient Marine Corps training overall.

THEMES & MESSAGES

1. TBR Provides Readiness. A modernized TBR meets the training requirements of the Nation's most advanced TACAIR platforms
2. TBR Provides Strategic Value Locally. The only inert tactical PGM training on the East Coast will be just at 10 minute flight from MCAS Beaufort and shares access to over 54,500 square miles of adjoining SUA.
3. We are Good Neighbors: We actively communicate and partner with local stakeholders (this is expandable to cover CAA as needed).

THEMES AND TALKING POINTS

TP1. TBR is a 5,183 acre USMC owned range 70 NM southwest of MCAS Beaufort, currently operated by the Georgia Air National Guard (GAANG). MCAS Beaufort has been directed to accept the transfer of (operation and sustainment) responsibility of TBR from GAANG by 30 September 2017.

TP2. Congress has authorized and appropriated both phases of the TBR modernization to purchase over 30,000 acres to meet the requirement for an East Coast air-to-ground precision guided munitions (PGM) capable range.

TP3. The expansion and modernization is under way.

TP4. Tactical training opportunities will allow units to train to a much higher standard locally, greatly reducing the need for West Coast training deployments, which are costly and taxing on our Tactical Air (TACAIR) fleet. "Train to deploy, don't deploy to train."

TBR (CONT'D)

TP5. USMC operational force aircrews will be able to fulfill 85% of their air to ground training requirements, up from 47% on the current range. F-35 Fleet Replacement Pilots can fulfill 100%.

TP6. This is a weapons-driven modernization that will provide training opportunities for multiple generations of tactical aircraft - Precision munitions are the here, now, and future of tactical aviation.

TP7. The 21st century weapons and tactics have outgrown the current range. Modernization and expansion allows us to meet the current and future need.

TP8. At just a ten minute flight away, the modernized range will leverage and increase the training value of MCAS Beaufort, the only F-35B training base in the world, and hosts (6) 2d MAW operational F-18 squadrons with high deployment operational tempos.

TP9. The modernized TBR will provide the only inert tactical PGM training on the East Coast just 70nm from MCAS Beaufort, and with access to over 54,500 square miles of overland and overwater SUA

TP10. TBR provides access to joint training opportunities for 4th and 5th generation fighters - it is within 375nm of 46% of all DoD fighter squadrons and 60% of all 5th generation squadrons.

TP11. The modernized TBR will provide diverse training opportunities with (6) PGM target areas.

TP12. We have a long history of successful partnering with local partners such as the GAANG, GA DNR, The Nature Conservancy, and the Coastal Regional Commission among others. We intend to continue this tradition of mutual support for our combined interests. We've used our long standing relationships to partner on many occasions, promoting local tourism, protecting local fisheries, and protecting future residents from range noise by preserving pristine habitat through purchase and easements.

TP13. We have proactively engaged the public, land owners, local governments, and state level officials on the range modernization through public meetings, digital communication, written correspondence, and the media. We will continue to do this in order to ensure transparency and reinforce the strong bonds of trust.

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TRANSFORMATION UPDATE

BACKGROUND:

Marine Requirements Oversight Council (MROC) Directive Memorandum 08-2014 directed the MCCA Board of Directors to: 1) develop implementation plans and supporting Plans of Action and Milestones (POA&Ms) to outsource or consolidate non-appropriated fund (NAF) business operations and NAF back-office support functions at the enterprise or region level and 2) study and implement additional/complementary means to solve the resource gap. The MCCA Board of Directors (BOD) has previously approved transformation initiatives for Auto Skills, Marine Corps Exchange (MCX) Logistics and Store Operations, NAF Procurement, Clubs, and Golf.

On 31 Aug 16, the MCCA BOD approved the implementation of a Shared Services Center for NAF transactional accounting functions. By consolidating these functions at one location, redundancies are eliminated, efficiencies are created, and business intelligence is concentrated and optimized on decision support vice processing financial transactions. The location of the Shared Services Center has yet to be determined, and is being analyzed on a set of criteria and on-going facility market research. Ultimately, the MCCA BOD will approve the location of the Shared Services Center facility.

A Shared Services Center initiative communications synchronization plan has been developed and promulgated to the installations. The plan includes Frequently Asked Questions (FAQs), scripts to communicate pending changes and reorganization strategies, and workforce shaping principles. Detailed questions should be directed to the local MCCA Director or forwarded to the POCs listed below.

TALKING POINTS

TP1. Marine Corps leadership strives to preserve valued MCCA programs and services in this fiscally constrained environment by aggressively pursuing efficiencies and innovative solutions to service delivery and back-office support models.

TP2. Any staffing changes that result from transformation initiatives will occur in coordination with impacted commands and labor agreements, and will be managed through talent management and workforce shaping principles. Commands, unions and employees will be kept apprised of transformation efforts and final decisions of Marine Corps leadership.

Question and Answer

Q1: What is the impetus of MCCA transformation efforts?

A1: The MROC addressed institutional concerns regarding the fiscal health of the MCCA organization and directed the consolidation and/or outsourcing of MCCA NAF business operations and back-office support functions. The MROC further stipulated that swift action was necessary to achieve efficiencies and to provide improved and sustainable MCCA programs and support services.

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 a fiscally constrained environment. These programs are not immune to budget reductions and broader fiscal challenges. Although there will be changes, we are committed to taking a Marine Corps-wide approach and developing Marine Corps-wide solutions via the oversight of the MCCA BOD. The back-office efficiencies, such as Shared Services Center initiative should be transparent to Marines and their families, from a customer service perspective.

TRANSFORMATION UPDATE (CONT'D)

Q3: What are potential impacts to employees?

A3: Efficiencies can only be realized through process improvements and related labor savings. Every transformation initiative is being supported by detailed and collaboratively developed implementation plans. Where possible, efforts will be made to accomplish workforce changes resulting from this transformation through talent management and workforce shaping principles. However, reductions through Business Based Actions (BBAs) will 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 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. Again, transformation plans will continue to be vetted through the MCCS BOD governance structure.

Q4: How does my command have a voice in these matters?

A4: Commanders have a heavy influence and oversight responsibility of these transformation efforts, which are developed through a collaborative and transparent process. Once initiatives have matured and been fully vetted, they are elevated via the governance of the MCCS BOD for formal approval. Routine updates are also provided to the BOD.

ADDITIONAL SOURCES:

Marine Requirements Oversight Council (MROC) Directive Memorandum 08-2014

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TRANSGENDER POLICY

"Secretary Carter announced that transgender individuals will be able to openly serve in the U.S. armed forces. To do this successfully, it will require understanding, coordination, and discipline. As we develop our implementation plan, we will maintain standards and ensure the force is ready, while respecting all who share the esprit de corps and will to serve as Marines. We fight and win as a team. In that, we will continue to treat all Marines with dignity and respect." – Gen Neller

BACKGROUND

On June 30, 2016, Secretary of Defense Ash Carter announced that all transgender service members can openly serve. The SecDef gave three main reasons for the change in policy: 1) the DoD needs to avail itself to all talent possible in order to remain the finest fighting force in the world; 2) transgender service members are already serving in uniform; and 3) the change is a matter of principle – Americans who want to serve and can meet the standards should be afforded the opportunity to compete to do so.

DOD TRANSGENDER POLICY TIMELINE

- June 30, 2016: Transgender service members can serve openly
- October 1, 2016: DoD publishes Commander's Handbook, Medical Guidance and Policy and Procedures
 - Military services will provide gender transition medical care to service members based on medical necessity
- July 1, 2017: Marine Corps-wide training will be complete; Services to begin accepting transgender applicants into the military in compliance with recruiting standards and policies in place.

KEY MESSAGES:

- With this new policy, the Marine Corps will utilize the talents of all those who desire to serve, or are currently serving, in order to remain the Nation's force in readiness.
- The cornerstone of Marine Corps values is treating all Marines with respect – any current Marine, or aspiring applicant, who meets the rigorous standards for military service and readiness will be allowed the opportunity to serve.
- When the training of the force is complete on or about 1 July 2017, the Marine Corps will begin accessing transgender applicants who meet all standards – holding them accountable to the same physical and mental fitness standards as everyone else who wants to join the military.
- There are transgender Marines currently serving within the Marine Corps - our leadership has a responsibility to support these Marines before, during, and after their transition. Marine leadership will strive to balance the collective morale and welfare and good order and discipline of the unit with the needs of the individual Marine.

RESOURCES

- DoD Transgender Policy website (includes the Commanders Handbook):
http://www.defense.gov/News/Special-Reports/0616_transgender-policy
- DoD Transgender Service Member Policy Implementation Fact Sheet:
http://www.defense.gov/Portals/1/features/2016/0616_policy/Transgender-Implementation-Fact-Sheet.pdf
- DoD Instruction 1300.28 (In-service Transition for Transgender Service Members):
<http://www.dtic.mil/whs/directives>

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TRANSITION ASSISTANCE

BACKGROUND

The transformation of the Marine Corps Transition Readiness Program (TRP) has emerged from a one-time training event into a self-guided approach that is delivered throughout a Marine's military career. The revised Marine For Life Cycle (M4LC) model has incorporated transition readiness action points across the Marine's service and allows the Marine to receive information and education that align with his/her future goals and aspirations.

TALKING POINTS

TP1. The Personal Readiness Seminar (PRS) is a mandatory, four-hour USMC workshop designed for Marines to attend after arrival at their first permanent duty station. Curriculum provides an overview of Personal and Professional Development services (Library Services, Family Member Employment, Voluntary Education, Personal Financial Management, Transition Readiness, and Information and Referral) and emphasizes financial topics such as banking and financial services, savings and investments, living expenses, understanding debt, and service members' rights.

TP2. The TRP has emerged from a one-time training event into a self-guided approach that is delivered throughout the Marine For Life Cycle (M4LC). The M4LC approach allows the Marine to meet required Career Readiness Standards prior to attendance at the Transition Readiness Seminar (TRS) and information and education aligned with their future goals and aspirations.

TP3. The M4LC is the embodiment of our ethos: "Once a Marine, Always a Marine." This philosophy, along with the nationwide network of Marine for Life representatives, is vital to this effort in reach-back and outreach support. Beginning with the recruiting process and extending into Veteran Marine status, every transitioning Marine will be able to connect to opportunities and resources to focus on readiness.

TP4. A standardized Spouses Transition and Readiness Seminar (STARS) is a seminar specifically designed for spouses to address the transitional challenges and to assist in preparations for and with their Marines into the civilian world. STARS has been embraced by Office of Secretary of Defense (OSD) as a model for other Services to consider emulating.

FOR MORE INFORMATION

- Marine and Family Programs website: www.usmc-mccs.org
- Marine for Life website: www.marineforlife.org

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VICTIMS' LEGAL COUNSEL ORGANIZATION (VLCO)

BACKGROUND

On 14 August 2013, the Secretary of Defense directed that each Service 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) was established on 1 November 2013 as announced by MARADMIN 583/13. On 10 February 2014, the Marine Corps Manual for Legal Administration (LEGADMINMAN), MCO P5800.16A, was published with a new Chapter 6 describing the organization, roles, and responsibilities of VLCO. VLCO legal services are provided under the statutory authority of 10 U.S.C. § 1044e, *Special Victims' Counsel for victims of sex-related offenses*. Today VLCO has four regional VLCO offices aligned with each of the four Legal Services Support Sections (LSSS) at Camp Pendleton, Camp Lejeune, MCB Quantico, and Camp Butler, Okinawa. Additional VLCO offices are located at MCRD Parris Island, MCAS Cherry Point, MCAGCC 29 Palms, MCAS Miramar, and MCB Kaneohe Bay.

TALKING POINTS

TP1. VLCO provides legal advice, counseling, and representation to military service members and their dependents who are victims of any crime under the Uniform Code of Military Justice (UCMJ), to include sexual assault, domestic violence, hazing, and other UCMJ offenses.

TP2. Victims of sexual assault "shall be informed of the availability of assistance" offered by Victims' Legal Counsel (VLC) as soon as they seek assistance from a Sexual Assault Response Coordinator (SARC), Victim Advocate, a military criminal investigator, victim/witness liaison, or a trial counsel, per 10 U.S.C. § 1565b. Once informed of the availability of VLC, it is the victim's choice whether to use the services available from VLCO.

TP3. VLC are judge advocates who are highly qualified attorneys with military justice backgrounds that have completed specialized training and been certified to serve as VLC by the Judge Advocate General of the Navy.

TP4. Communications between victims and VLC are confidential.

TP5. VLC solely represent the interests of victims, even where those interests may be different than the Government's interest in prosecuting the accused in the case. VLCO is an autonomous organization with a chain-of-command that 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.

TP6. VLC ensure that victims who seek their assistance are fully informed of their rights in the investigative, judicial, and administrative processes. When detailed, VLC zealously represent and assert their clients' rights throughout the military justice process. Pursuant to 10 U.S.C. 1044e, the relationship between a detailed VLC and victim shall be the relationship between an attorney and client.

TP7. VLCO services supplement, not replace, other existing victim support services, including assistance provided by SAPR and FAP Victim Advocates, SARCs, and VWAP.

FOR MORE INFORMATION

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

POINT OF CONTACT

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MILITARY WHISTLEBLOWER PROTECTION

BACKGROUND

Over the past few years, the issue of retaliation has become a central concern to Congressional and Military leadership. Retaliation against complainants who reported sexual assaults has been highlighted in a number of government commissioned studies and surveys. In an effort to protect all complainants who report fraud, waste, abuse, mismanagement, and more seriously criminal activity, the 2014 NDAA enhanced 10 U.S.C. §1034 to better protect military whistleblowers. To implement the new law, Secretary of the Navy Instruction (SECNAVINST) 5370.7D, Military Whistleblower Protection, dated December 4, 2014, was published to strengthen whistleblower protections within the Department of the Navy. The SECNAVINST defines retaliation as the following actions taken against a member of the Armed Forces because that member reported, either formally or informally, a criminal offense:

- Reprisal. Taking or threatening to take an unfavorable or adverse personnel action or, withholding or threatening to withhold a favorable personnel action.
- Ostracism. The exclusion from social acceptance, privilege, or friendship with intent to discourage reporting of a criminal offense or otherwise discourage the due administration of justice.
- Maltreatment. Treatment by peers or by other persons, that when viewed objectively under all the circumstances is abusive or otherwise unwarranted, unjustified, and unnecessary for any lawful purpose, that is done with intent to discourage reporting of a criminal offense or otherwise discourage the due administration of justice, and that results in physical or mental harm or suffering. Maltreatment under this instruction does not require a senior-subordinate relationship as is required for maltreatment under Article 93, UCMJ.

TALKING POINTS

TP1. The ability of Service members to report problems to responsible officials is healthy and productive for any institution. Fraud, waste, abuse, mismanagement, and criminal activity negatively impact the institution, undermine readiness and detracts from maintaining the needed trust and confidence of all members.

TP2. Service members are protected from retaliation when reporting to the proper authority those acts/omissions that they reasonably believe to be violations of law/regulation, fraud, waste, or mismanagement.

TP3. Pursuant to SECNAVINST 5370.7D, the Naval Inspector General (NAVINSGEN) and Inspector General of the Marine Corps (IGMC) are the only entities within DON designated/authorized to investigate matters relating to reprisal against uniformed personnel or retaliation complaints against senior officials.

POINT OF CONTACT

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WOUNDED WARRIOR REGIMENT

TALKING POINTS

TP1. The Wounded Warrior Regiment is an enduring presence that will ensure our wounded, ill, and injured Marines will always receive comprehensive non-medical recovery care whether in time of peace or war. Having established a dedicated Warrior Care program, we have developed a capability that is beneficial and necessary to the Marine Corps taking care of its own.

TP2. Founded in 2007, the Wounded Warrior Regiment (WWR) is the official U.S. Marine Corps command charged with providing leadership and facilitating the integration of non-medical and medical care to combat and non-combat Wounded, Ill, and Injured (WII) Marines, sailors attached to Marine units, and their family members in order to maximize their recovery as they return to duty or transition to civilian life.

TP3. 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.

TP4. The Marine Corps takes care of its own and the WWR is our Corps' testament to "Keeping Faith" with our WII Marines.

TP5. 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.

TP6. Through the WWR, the Marine Corps provides life-time support to wounded, ill, and injured Marines and their families, and continues to support Marines once they become veterans through regular outreach calls from the Sergeant Merlin German Wounded Warrior Call Center and face-to-face support from District Injured Support Coordinators. Through the outreach calls and face-to-face support, the regiment is able to support veterans by conducting needs assessments, connecting them to resources, and aiding them in achieving their long term recovery goals.

TP7. 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. 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.

TP8. District Injured Support Coordinators (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. 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.

TP9. 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.

WOUNDED WARRIOR REGIMENT (CONT'D)

TP10. 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 which provide medical subject matter expertise, advocacy, and liaison to the medical community.

TP11. 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 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.

TP12. 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.

TP13. 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.

TP14. 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.

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