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HOUSE APPROPRIATIONS COMMITTEE

STATEMENT OF  
SERGEANT MAJOR CARLTON W. KENT  
SERGEANT MAJOR OF THE MARINE CORPS  
HEADQUARTERS, UNITED STATES MARINE CORPS  
BEFORE THE  
HOUSE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON MILITARY CONSTRUCTION, VETERANS AFFAIRS, AND RELATED AGENCIES  
ON  
FEBRUARY 10, 2010

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## Sergeant Major of the Marine Corps

Carlton W. Kent



Sgt. Maj. Kent completed recruit training at Marine Corps Recruit Depot, Parris Island, S.C., in March 1976 and was assigned to the 1st Marine Brigade. In May 1978, Sgt. Maj. Kent was transferred to Marine Security Guard Battalion where he served as a Marine Security Guard. He served at American Embassy, Kinshasa, Zaire and Panama. In June 1981, Sgt. Maj. Kent transferred to Fort Benning for Airborne School and Parachute Riggers School at Fort Lee, Va. In June of 1982 he was assigned as 2nd Air Delivery Platoon Commander, and parachute rigger billets in various commands aboard Camp Lejeune, N.C.

In February 1983, Sgt. Maj. Kent was transferred to Marine Corps Recruit Depot, San Diego, Calif., for duty as a drill instructor, senior drill instructor and battalion drill master with First Battalion. In January 1985, he was meritoriously promoted to Gunnery Sergeant.

In May 1985, Sgt. Maj. Kent transferred to 3rd Air Delivery Platoon as Platoon Sergeant. In June 1986 he transferred to Engineer Company, BSSG-1 1st Marine Brigade, Hawaii, as Company Gunnery Sergeant. In March 1988, Sgt. Maj. Kent was assigned to Noncommissioned Officers School, 1st Marine Brigade as the NCOIC.

In February 1989, Sgt. Maj. Kent transferred to Marine Corps Recruit Depot, Parris Island, S.C., as a student at Drill Instructor School. After completion of Drill Instructor School, Sgt. Maj. Kent was assigned to Naval Aviation Officers Candidate School in Pensacola, Fla., as a Drill Instructor, Chief Drill Instructor, and First Sergeant. In February 1990, Sgt. Maj. Kent was promoted to First Sergeant and assigned as First Sergeant, MATSG, Pensacola, Fla.

In June 1992, he transferred to 4th Marine Regiment for duty. In June 1993, he transferred to the Army Sergeants Major Academy, Fort Bliss, Texas. After graduation, in February 1994 he was transferred and assigned as First Sergeant, Battery L, 3rd Battalion, 12th Marine Regiment. In December 1994, he assumed the duties as Sergeant Major, 3rd Battalion, 12th Marine Regiment. In August 1997, Sgt. Maj. Kent was transferred to the Marine Corps Recruit Depot, San Diego, Calif., where he was assigned duties as Sergeant Major 2nd Recruit Training Battalion and in September 1999 as Sergeant Major Recruit Training Regiment.

In May 2001, he was transferred to Marine Forces Europe/FMF Europe, Stuttgart, Germany, where he was assigned the duties as the Sergeant Major of Marine Forces Europe. In April 2004, he was transferred to I Marine Expeditionary Force, Camp Pendleton, Calif., to serve as the Sergeant Major of the I Marine Expeditionary Force. Sgt. Maj. Kent assumed his current post as the 16th Sergeant Major of the Marine Corps on 25 April 2007.

Mr. Chairman, Congressman Wamp, and Distinguished Members of the Subcommittee, I am grateful for another opportunity to report on the state of your Marine Corps and the personal and family readiness of our Marines and their families. Without question, the men and women of our Corps who proudly earn and wear the eagle, globe and anchor, as well as the spouses, children and parents who support them, are our most valuable resource. To echo the Commandant, they are our number one priority, and my statement identifies the tremendous progress that we have made in improving their overall quality of life. Our success on the battlefield, as well as maintaining a high state of personal and family readiness, would not be possible without the strong support of the Congress and American people, and I want to thank you for your direct engagement on these issues.

#### YOUR MARINE CORPS

Though operations in Iraq and Afghanistan have required the Marine Corps to operate essentially as a second land army, we are soldiers of the sea. We are rightly proud of our naval history and traditions. We believe that Americans expect their Marines to be ready to respond when our country is threatened; to arrive on the scene on short notice anywhere in the world on the amphibious ships of the United States Navy, as was necessary when a disastrous earthquake recently struck Haiti; and to fight and win our Nation's battles. The public invests greatly in the Marine Corps. In turn, our commitment is to uphold their special trust and confidence and provide them the best return on their investment.

#### Operation IRAQI FREEDOM

The Marine Corps has transferred authority for Anbar Province, Iraq to the U.S. Army and begun a responsible drawdown. From 2003-2009, our force levels in Iraq averaged 25,000 Marines. By spring of this year, our mission in Iraq will be complete and your Marines will redeploy.



## Operation ENDURING FREEDOM

In Afghanistan, the mission has expanded. As of September 22, 2009, there were more Marines in Afghanistan than in Iraq. By March 2010, there will be more than 18,500 Marines in Afghanistan, and by mid-April, that number will grow to a robust Marine Expeditionary Force (Forward) of 19,400. Your Marines have already had success and made gains in some of the toughest regions of Afghanistan, primarily Helmand Province in the South – the source of the highest volume of opium production in the world. However, more work remains to be done.

### Endstrength

Current authorized endstrength is 202,100 Marines in the active component and 39,600 Marines in the Selected Reserve. During fiscal year 2007, the Marine Corps requested and received authorization to grow the active component to 202,000 personnel by the end of fiscal year 2011. We completed our growth during fiscal year 2009 – two years ahead of schedule. We attribute this to four factors: quality recruiting, exceptional retention, reduced personnel attrition, and a great young generation of Americans who want to serve their country during wartime. With this personnel increase, we will improve training, upgrade readiness, and enhance the quality of life for all personnel and their families. The goal is to build the equivalent capacity of three balanced Marine Expeditionary Forces – the largest MAGTF and principal Marine Corps warfighting organization. We are continuing to shape the Marine Corps with the right mix of units, grades, and occupational specialties.

### Taking Care of our Marines and our Families

While we recruit Marines, we retain families. With more than 47 percent of our Marines married, we believe that the investment in our families is critical to the long-term health of our institution. For our active duty population, we have just over 97,000 spouses and 112,756 children. Marines

are also caring for parents and other dependents totaling over 500, bringing our entire family population to over 210,000. This does not include the over 100,000 retired Marines and their families we support. Your Marine Corps is also a young force, with the average age of a Marine at 25, almost half of the enlisted force is between the ranks of private and lance corporal (pay grades E1 - E-3), and almost 70 percent of Marines are on their first enlistments. Our personal and family readiness planning carefully considers this demographic. We also understand that when Marines know that their loved ones at home have access to quality housing, healthcare, child care services, and education, they are better prepared to face the rigors of our wartime environment and more inclined to continue their devoted service to our Nation.

#### Personal and Family Readiness Programs

With the help of Congress, we initiated a number of personal and family readiness program reforms during FY08 and FY09 with supplemental appropriations. As a result of extensive program assessments and evaluations, we have built these programs into our baseline budget, beginning with a \$110M increase in FY10.

The Unit, Personal and Family Readiness Program's mission is to empower Marines and their families to achieve family readiness and maintain a positive quality of life. Since establishing over 400 full-time primary duty civilian Family Readiness Officers (FROs) to support commanders at the unit level, we have been able to reduce the excessive burden placed upon our volunteers. In addition, we initiated the development of a standardized family readiness support system designed to work across functional lines to build and sustain the capacity of military families to care for themselves and mutually support one another within the Marine Corps community. These efforts bring together community members and organizations to help identify and address complex issues. Our long-term goal is to take this internal

Marine Corps community 'capacity-building' model and extend it to the communities outside our gates, and to partner with community leaders and other organizations to develop and expand the programs and services available to our Marine Corps families, especially those in remote and isolated locations.

To foster and increase the resiliency of our Marines and their families, we have developed an inventory of LifeSkills training courses that specifically address the challenges of military life, as well as personal and family life; expanded and enhanced our pre, during, and post-deployment training; broadened the scope of our Lifestyle Insights, Networking, Knowledge and Skills (L.I.N.K.S.) training to include children and extended family members; and incorporated Combat and Operational Stress Control (COSC) and Suicide Prevention programs into our deployment training cycles. To ensure our reserve Marines are afforded the same access to deployed support services as their active duty counterparts, we have also implemented the Yellow Ribbon Reintegration Program.

#### Deployed and Warrior Support

To address the increased demands and impact of multiple, sustained deployments on both our active and reserve component Marines and their families, we have taken a number of actions, including: expanding deployment training to address single Marines, Marines and families, and children; providing 16 hours per month of respite care/child care for families of deployed Marines; improving communications between deployed Marines and families through the establishment of WIFI capabilities aboard all Marine Corps installations; implementing a Portable Morale Satellite Communications systems that provides an internet and web-cam capability to forward operating bases in Afghanistan where traditional "Internet Cafés" are unavailable; and partnering with the Army and Air Force Exchange Service (AAFES) to provide in-theater Tactical Field Exchanges, which offer access to a variety of



health and comfort items, movies, CDs, and snack foods. We recently opened a facility that provides Exchange services to our growing population in Afghanistan. Currently, we have 14 Marines in Afghanistan to support the Tactical Field Exchanges and we anticipate asking for civilian volunteers sometime this summer. We are preparing for additional quality of life support requirements as troop strengths increase.

#### Exceptional Family Member Program (EFMP)

We have transformed the Exceptional Family Member Program to ensure enrolled family members have access to a continuum of care, while providing the sponsor every opportunity for a successful career. I am proud to state that the redesigned Marine Corps EFMP has been recognized within DoD as a premier, full-service program to be used as a template for other Services.

In 2001, EFMP had only 4,500 enrolled family members. The number of exceptional family members has grown from 6,500 in 2008 to over 8,900, to date. We believe our enrollments will continue to increase due to the program changes that focus on the continuum of care and our effort to overcome past stigmas. Direct family support and respite care continue to increase the perceived value of EFMP, which, in turn, has resulted in increased program enrollment. Additional program enhancements include the establishment of Family Case Workers, who are assigned to each enrolled Marine family to assist during relocation, deployments and life events and to help families with access to medical, educational, and financial support services. In addition, the Marine Corps underwrites the cost of up to 40 hours of respite care per month for families enrolled in the program. To date, we have provided more than 250,000 hours of respite care.

#### School Liaison

Recognizing that military children may relocate 6-9 times during their K-12 academic year, and that they face unique challenges due to the mobile lifestyle of their parents, the Marine Corps has established School Liaisons

at all Marine Corps installations. The Liaisons use community resources to provide resource and referral assistance and to reduce the impact of the military lifestyle on school-aged children and their families. School Liaisons also provide service and support to Marine Corps families at remote locations, including Reserve and Recruiting assignments, by increasing awareness of the military school-age child's needs, as well as assisting local school districts in their requests for and utilization of federal Impact Aid funding for enrolled military children. Some of the other functions performed by our School Liaisons include: working on the Department of Defense/Department of Education K-12 Partnership, which was established to improve education for military children; addressing student transition and support when a parent is deployed; promoting and coordinating partnership activities, such as Adopt-A-School; providing access to online resources, such as Tutor.com and SOAR, which allow students and parents to strengthen academic skills in math and reading; developing Permanent Change of Station (PCS) checklists for Marine Corps families to assist parents in pre-relocation planning and registration in the receiving school district; and partnering with the USMC EFMP and supporting their efforts, through system information and family referrals for enrollment, when appropriate.

#### Child Care

Availability of quality, affordable child care on and off our installations continues to be a major quality of life issue for Marines and their families. Based on our FY09 annual report, we are providing 11,068 child care spaces and meeting 64 percent of the calculated total potential need. To meet the DoD standard of 80 percent of potential need, we would require approximately 3,000 additional spaces. To address child care requirements, we are grateful to Congress for funding 915 spaces in FY08 and FY09. The American Recovery and Reinvestment Act and 2009 Overseas Contingency Operations projects also provide 1,700 spaces. These projects



are scheduled to open over the next 18-24 months, and the additional spaces will be factored into future calculations of total potential need. It is important to note that the potential need data is not static and fluctuates. In addition to our nationally accredited child developments centers, we are employing a variety of strategies and expanding partnerships to help meet child care demand.

### Behavioral Health

We are attentive to the health and resiliency of our Marines and their families, as well as the youthful demographic that I previously mentioned. This youthful demographic introduces societal risks that the leadership of our Corps aggressively address through our prevention programming. Despite these efforts, the Marine Corps has regrettably seen increases in suicides, domestic violence, substance abuse, and sexual assaults, highlighting the need for further action and improved Behavioral Health prevention programs and policies. The steps outlined below have the attention and personal engagement of Marine Corps leadership:

- We are restructuring the Marine Corps Community Services organization to fully integrate our Suicide Prevention, Sexual Assault Prevention and Response (SAPR), Substance Abuse Prevention, Combat and Operational Stress Control (COSC), and Family Advocacy programs. This restructuring will better equip our community support professionals to collectively respond to the needs of Marines and their families, and provide them with the critical tools necessary to foster resiliency, sustain emotional well-being, and strengthen their family structure.
- Our Combat and Operational Stress Control (COSC) program provides training and tools that enable our leaders, Marines, and family members to recognize stress reactions, to provide effective

mitigation and/or intervention within operational units and in families, and to promote wellness. To further assist leaders with prevention, rapid identification and early treatment of combat and operational stress, we are expanding our program of embedding mental health professionals in operational units - the Operational Stress Control and Readiness (OSCAR) program - to directly support all active and reserve ground combat elements. This will be achieved over the next three years through the realignment of existing Navy structure supporting the operating forces, and by increasing the Navy mental health provider inventory. The OSCAR capability is also being extended down to infantry battalions and companies by providing additional training to OSCAR Extenders (existing medical providers, corpsmen, chaplains, and religious program specialists) to make OSCAR expertise more immediately available to Marines. In addition, we are training senior and junior Marines to function as OSCAR Mentors. In this capacity, they will actively engage Marines who evidence stress reactions, liaison with OSCAR Extenders, and advocate for fellow Marines regarding stress problems. OSCAR Mentors also greatly decrease the stigma associated with stress reactions, and help Marines "take care of their own".

- Suicide Prevention. I, like all leaders of our Corps, are very concerned about the increase in the number of suicides, up from 33 in 2007, to 42 incidents in 2008, and 52 in 2009. The loss of each and every Marine is a tragedy both for the family and for our Corps. We know there is no single suicide prevention solution and, therefore, stay actively engaged in prevention and early identification of problems that may increase the risk of suicide. Leadership at all levels, from commanding generals to squad leaders, are committed to having an effect on the individual Marine to build

resilience, coping skills and encourage help-seeking behavior for distressing life events. I am happy to report that the senior enlisted Marine that was hand-selected last year to add unique insight to our efforts in suicide prevention has recently been extended for an additional two years, and the Commandant and Assistant Commandant, through the Executive Safety Board, continues to make this a top priority through the following initiatives:

- ° NCO/FMF Sailor Leadership Suicide Prevention Training - Our NCOs are the backbone of the Marine Corps and in the best position to recognize signs of distress in their peers and the Marines they lead. As a result of this training initiative, 100 percent have received this half-day, high impact, interactive workshop. Initial results are promising and the feedback from our NCOs is positive. We are continuing to push this training for all new NCOs as we conduct a 6-month study of impact.
- ° Building on the success of the NCO course, we have revised and revitalized suicide prevention training in recruit training, drill instructor school, and for new officers in The Basic School. The training is targeted to these specific Marines and their important role in leading others. We are also embarking on new training initiatives for our young Marines, Staff NCOs, officers and spouses.

In addition, the Marine Corps is also participating in the National Institute of Mental Health (NIMH) longitudinal study (STARRS), which is the most comprehensive study ever attempted in the field of suicide prevention. The study is designed to provide the Service with real time feedback to apply to suicide prevention plans and programs. Central to all efforts, we are focused on leadership in the fight



against suicide and will continue to aggressively pursue suicide prevention initiatives; reevaluate existing programs designed to reduce the stressors most correlated with suicidal behavior; develop and distribute new prevention programs; and refresh and expand training materials. Our message is clear that seeking help for distress is a duty, not an option, and is consistent with our Marine Corps ethos and values.

- Sexual Assault Prevention and Response (SAPR). The Marine Corps' SAPR program provides care and support to victims of sexual assault, tracks investigations and prosecutions in the military justice system, and holds offenders accountable. Last year, the SAPR Program sustained critical reviews by the Inspector General of the Marine Corps (IGMC), the General Accounting Office (GAO), and a DoD Task Force on Sexual Assault in the Military Services (DTF-SAMS). Program deficiencies were identified in the areas of staffing, training, leadership engagement, and resourcing. As a result, the Marine Corps implemented aggressive action in the following areas:
  - Engaged senior Leadership through a Department of Navy (DoN) Summit and Marine Corps Operational Plan Team Summit. Nineteen Marine Corps General Officers/SES participated in the DoN Summit and received the latest research and trends on sexual assault from academic subject matter experts. In conjunction, the Marine Corps conducted an Operational Planning Team comprised of 17 Marine Corps General Officers, which resulted in an Executive Steering Committee and working group being chartered to produce and implement action plans. During October, a 4-hour SAPR training course was administered at our General Officer Symposium.

- During the December timeframe, we hosted a Senior SNCO Sexual Assault Prevention and Family Support conference to increase awareness of this serious issue and to develop recommendations to improve our approach to combating sexual assaults and the at risk behaviors in the Marine Corps.

Additional initiatives, include:

- Initiated the hiring of full-time civilian installation SAPR Program Managers who will allow installation commanders to focus attention on effective prevention efforts and provide the tools to pursue meaningful outreach to the surrounding community.
- Revising formal training and awareness programs to include entry level through sustainment and career of Marines.
- Improving the quality of sexual assault litigation for our Judge Advocates (JAs), who are involved in prosecuting sexual assault cases and increasing the number of JAs, who attend this specialized training.

#### Casualty Assistance

The Marine Corps' Casualty Assistance Program (MRPC) is committed to ensuring that families of our fallen Marines are treated with the utmost compassion, dignity, and honor. Since FY08, we have improved the notification process, the training of our Casualty Assistance Calls Officers (CACOs), and have expanded the long-term care provided to our survivors. We will continue to monitor the effectiveness of these changes and make adjustments where warranted. The focus of the Marine Corps Casualty Assistance Program continues to be "taking care of our own."

The Headquarters Casualty Section is a 24-hour-per-day operation manned by Marines trained in casualty reporting, notification, and casualty

assistance procedures. The Casualty Section conducts telephonic notification to the next-of-kin (NOK) of wounded, injured and ill Marines, utilizing information contained in the Personnel Casualty Report (PCR). Notifications are typically completed within 4 hours of receipt of the PCR. When warranted, MRPC processes and facilitates family members' travel to the bedside of their Marine.

Following in-person notification on deceased cases, CACOs assist the NOK with burial arrangements, applications for benefits and entitlements, contact with benevolent and philanthropic organizations, and obtaining reports of investigation. CACOs provide additional helpful resources to the NOK, including the "Days Ahead" binder, which includes articles on dealing with grief and loss, and "A Survivor's Guide to Benefits".

Approximately, 60 days following the death, the Primary Next of Kin (PNOK) is contacted by the Marine Corps Long-Term Assistance Program (LTAP) to identify and resolve any residual issues. The LTAP has expanded relationships with the Tragedy Assistance Program for Survivors (TAPS) and Military OneSource to directly connect the survivors with qualified bereavement/peer counseling resources. LTAP also partners with the Marine Corps-Law Enforcement Foundation (MC-LEF) to provide educational bonds to the children of fallen Marines.

#### **Personal Financial Management**

Our Corps of Marines and families are not immune to the impacts of these difficult economic times and face challenges that are no different from the American population in general, such as taking on too much debt, incurring expenses of a new child, and increased housing costs. Our Marines are also faced with unique challenges through their service to our Nation, such as deployments, extended separations, and directed permanent reassignments, all of which can compound financial difficulties. To help assess the financial condition of our Marines during 2008, the Secretary of



the Navy tasked the Inspector General of the Marine Corps (IGMC) to conduct a Financial Health Quick Poll (FHQP). We reported findings during last year's testimony that indicated of the over 9,000 Active Duty Marines who responded to the survey, 15 percent of enlisted Marines and 5 percent of officers classified themselves as being in financial distress. The FHQP was re-administered in 2009 and was expanded to include a separate survey for reserve Marines. This effort resulted in participation from over 14,000 active duty Marines and 4,000 reserve Marines. The results indicate an improvement in the aggregate financial condition of active duty Marines (officer and enlisted) from 2008 - 2009. Although there is reported improvement overall, Marines in E1 - E3 pay grades are found to be in significantly worse financial condition when compared to other pay grades, with 16 percent reporting they are in financial distress. Findings from the Reserve FHQP indicate that reserve Marines in the E1 - E3 pay grades are also found to be in significantly worse financial condition than other enlisted pay grades. Within the E1 - E3 pay grades, 27 percent report being in financial distress, 18 percent unemployed, and 28 percent students. We are coordinating with MARFORRES to further analyze the FHQP results for this segment of the survey. We are also pursuing improvements in our overall Personal and Financial Management Program, to include expanded program awareness, and scheduling Military Saves Campaign events to highlight the importance of establishing personal savings goals, decreasing debt, and developing financial fitness habits that lead to improved personal financial stability. We will continue to monitor the Corps' financial health and will reassess on a biennial basis.

#### Traumatic Stress Injuries

All Marines, no matter how tough and how well trained, are at risk for incurring some kind of Traumatic Stress Injury. Many of these injuries are mild and rapid recovery is expected, while some clearly fare worse and

develop more debilitating conditions like Post Traumatic Stress Disorder (PTSD). Our goal is to have as few of these injuries develop into long-term medical problems as possible. Early identification of Marines with stress reactions and the provision of needed support and services is the key to meeting this issue head-on. We have developed and deployed the Marine Corps Combat and Operational Stress Control (COSC) program and our leaders are fully engaged in helping their Marines get the help that will keep them healthy and mission ready. We continue to deal with the stigma of coming forward and asking for psychological health support by making it clear to all that being a fit and ready Marine includes a sharp and well functioning mind. Clearly, psychological health care stigma is as much a societal issue as a Department of Defense or Marine Corps issue.

For those Marines who need true medical assistance, we have expanded our use of embedded mental health professionals via the Operational Stress Control and Readiness initiative as well as expanding our working relationships with Navy Medicine, the Department of Defense at large and the Department of Veterans Affairs.

#### Traumatic Brain Injury (TBI)

We continue to see TBI as a significant challenge, one we are meeting in coordination with the Department of Defense and Veterans Brain Injury Center (DVBIC). Many newly reported cases represent older injuries that are just now being diagnosed. Our expectation is that with the institution of a more systematic approach to head trauma detection and tracking in-theater, that is now underway, we will get better at identifying Marines with brain injuries before their symptoms cause more dramatic personal and professional problems.

While the Marine Corps is providing leadership and resources to deal with this problem, we cannot solve all the issues on our own. We continue to work closely with the Defense Centers of Excellence for Psychological Health

and Traumatic Brain Injury to advance our understanding of PTSD and TBI, and to improve the care of all Marines. We are gratified by your continued support in this arena through funding of several research initiatives that explore ways to better treat our injured Marines.

#### Wounded Warrior Regiment

"Etiam in Pugna" - Still in the fight. Despite the challenges they face, your wounded, ill and injured Marines remain inspired to contribute to the Marine Corps warfighting mission. They want to continue to wear the Marine Corps uniform and return to their units as quickly as their medical conditions will allow. Your Marines are steadfast in their commitment, and they remain focused on their abilities.

The Marine Corps' Wounded Warrior Regiment provides all active and reserve Marines and their commanders with non-medical care management services and support not traditionally resident in an operational unit. The WWR does not make distinctions for the purposes of care based upon the origin of the Marine's condition. Whether Marines are injured in a training accident prior to a combat deployment, injured in combat, or become ill after a deployment - all Marines contribute to the fight in some capacity. The WWR honors this contribution with consistent care to all WII Marines and their families. Whether the road to recovery keeps Wounded Warriors in the Marine Corps or leads them back to civilian life, the Wounded Warrior Regiment continues to develop programs that focus on Wounded Warriors' abilities and facilitate their recovery.

A Marine's full recovery depends upon thorough care coordination. The Regiment commands Recovery Care Coordinators, who serve as the ultimate point of contact for wounded, ill and injured Marines and their families. These coordinators help them meet their individual goals for recovery, rehabilitation and reintegration and identify the services and resources needed to achieve these goals. The Wounded Warrior Regiment stays attuned to



the oftentimes unique family support requirements of its Wounded Warriors. The Regiment's Family Support Staff works with families and family caregivers to ensure they have the necessary information, care and support during these difficult times.

The Regiment proactively engages Marines, Sailors, veterans and family members to determine where it can best deliver assistance. Named after a Marine who died of injuries sustained in Iraq in 2005, the Sergeant Merlin German Wounded Warrior 24 Hour Call Center, a Department of Defense Best Practice, receives calls from active duty members, veterans and families seeking assistance in matters of Wounded Warrior care. The Call Center conducts important outreach calls to monitor injury recovery and distribute information on new programs offered by the Regiment, the Department of Defense, the Department of Veterans Affairs and other entities. Augmented by a staff of psychological health professionals, the Call Center can provide critical assistance to those seeking help for Post Traumatic Stress Disorder and Traumatic Brain Injury.

The Regiment provides effective community reintegration programs for those Marines and Sailors who leave the Service. In addition to programs that promote financial health and provide information on education opportunities, Marines benefit from the Wounded Warrior Employment Cell. Manned by Marines and representatives of the Departments of Labor and Veterans Affairs, this cell identifies and coordinates with employers and job training programs to help Wounded Warriors obtain positions in which they are most likely to succeed and enjoy fulfilling careers.

Our recovering Marines represent the best of our Nation, and the Marine Corps has a solemn obligation to provide them with world-class care. The Marine Corps is grateful for the enduring support of Congress. We see that support in your personal visits to our Wounded Warriors in the hospital wards and bases around this Nation. We see that support in your words and deeds on

behalf of our Wounded Warriors and their families. We thank you and look forward to working with Congress as we continue our work on behalf of our Wounded Warriors who are still very much in the fight.

### Infrastructure

The Marine Corps continues to strive for a prolonged commitment to facilities and infrastructure that support operations and quality of life. The Fiscal Year 2011 budget request includes \$5.8 billion which continues our efforts to improve our infrastructure. This funding provides critical Military Construction and Facilities support for our active and reserve forces.

For many years, we funded only our most critical facility needs. As a result, our installations were in a poor position to properly house and operate with the additional forces required to meet our planned endstrength increase. In Fiscal Years 2007 - 2010, the Marine Corps received over \$7 billion in new construction and planning and design alone. With this funding we are providing new quality of life facilities, improved operational and training facilities, and more up-to-date utility infrastructure systems. The generous assistance from Congress in the past has provided critical support that allows our installations to prepare to support our Grow the Force plan and puts the Marine Corps on the right path to complete the remaining requirements on time.

The Marine Corps' has four major funding areas where recapitalization and modernization initiatives in infrastructure and facilities are programmed: Bachelor and Family Housing; Facility Sustainment, Restoration and Modernization; Military Construction; and Military Construction, Navy Reserve.

### Bachelor Housing

Bachelor enlisted housing is the Commandant's top Military Construction priority. The Marine Corps currently maintains over 100,000 bachelor enlisted

housing spaces worldwide. In Fiscal Year 2011, the Marine Corps is requesting over \$600 million to support this program and we are working towards constructing over 5,000 new barracks spaces. This investment will provide much needed support toward meeting the additional future requirements brought on by our Grow the Force plan and our effort to have all single Marines adequately housed.

Barracks are a critical element in supporting our warfighters. The Bachelor Enlisted Quarters initiative focuses on our enlisted troops and their quality of life within our barracks. The Marine Corps is the youngest, most junior, and least married of the four military Services. Providing appropriate and comfortable living spaces that positively impact the morale and development of these young men and women just makes sense. We are also committed to funding whole room barracks furnishings on a seven-year replacement cycle and prioritizing barracks repair projects to preempt a backlog of repairs.

The Marine Corps' goal is to provide a 2+0 room standard that allows two junior enlisted Marines (E1-E3) to share a room and bath. We believe that assigning two junior Marines to a room is the correct balance between the privacy desired by the Marines and the Marine Corps' goals of providing companionship, camaraderie, and unit cohesion. This balance provides the atmosphere we believe is necessary to motivate, train and develop Marines, while fostering unit integrity. Noncommissioned officers (E4 and E5) are provided a private room with bath in a 2+0 room. With your continued support, the Marine Corps is on track to obtain our goal to achieve the 2+0 standard for all of our Marines by 2014.

#### Family Housing

Marine Corps families are an integral component of readiness. We must always remember that Marines and their families serve out of a sense of duty and loyalty to our country and as they do so, they face the difficulties of



construction and \$34 million for family housing operations. Your support for this request allowed us to continue to address the requirement for additional family housing resulting from Grow the Force increases and sustaining and modernizing our remaining government-owned housing.

This PPV seed money will permit construction of approximately 230 new units and a DoD Dependent school addition at Marine Corps Base Camp Lejeune, North Carolina. This PPV program continues to allow the Marine Corps to leverage private sector funds. In addition to government financing, the private sector contributes development capital for PPV projects in Fiscal Year 2010. We will use traditional military construction to sustain and restore mid-rise units for Marines at Marine Corps Air Station Iwakuni, Japan and restore the National Historic Landmark Home of the Commandants on the Marine Barracks in Washington, District of Columbia.

Our Fiscal Year 2011 family housing budget request of \$144 million continues to address the Commandant's guidance to take care of our Marines and their families. To further reduce our family housing deficit, the Marine Corps Fiscal Year 2011 request for post-acquisition construction includes \$106.7 million to support the construction of 220 units and an addition to a DoD Dependent high school at Camp Lejeune, North Carolina and 130 units at Camp Pendleton, California. Both projects support the Marine Corps growth to 202,000 Marines and will be accomplished through the use of military housing privatization initiative authorities. Additionally, the request includes \$11.1 million for improvements and repairs to the Home of the Commandants in Washington, District of Columbia, and 44 homes located in Iwakuni, Japan. The Marine Corps' budget also includes \$26.1 million for the operation, maintenance and leasing of approximately 800 units located worldwide.

#### **Public Private Ventures**

We have privatized over ninety-six percent of our world-wide inventories to date and continue to see success from our PPV projects across

Marine Corps installations in Arizona, California, Georgia, Hawaii, Massachusetts, Missouri, New York, North and South Carolina, and Virginia. PPVs have not only improved the homes in which our families live, they are also providing community support facilities such as community centers, playgrounds and greenscapes that help create neighborhoods and a sense of community. Resident satisfaction with both the quality of their home and the service provided continues to increase every year. With almost our entire domestic inventory privatized, we will continue to build on our prior successes and use PPVs to help us address most of our remaining housing requirement.

#### Facility Sustainment, Restoration, and Modernization

Facility sustainment funding is critical to keeping our buildings ready to support the mission and provide an acceptable quality of life. In the past, our infrastructure could not be replaced at an appropriate rate, causing portions of it to deteriorate. As a consequence, the Marine Corps has had to use an increasing percentage of its facility sustainment funds to bind together old, inadequate buildings throughout the course of their service life, rather than maintaining newer, more economical structures resulting in significant numbers of facility sustainment projects being deferred due to a lack of funds. This directly impacted the living and working conditions in barracks, mess halls, and other facilities, in highly visible and negative ways. In addition, we suffered a "quiet crisis" with respect to less obvious repairs to steam plants, airfields, sewer lines, and roads. These requirements are no longer being ignored.

A few years ago, the Office of the Secretary of Defense (OSD) developed a model to determine the amount of funding we need to sustain our facilities. This model continues to be refined and strengthened. Since inception of the model, and because of the funding standards put in place by OSD, we have done very well in programming and execution of sustainment. In fact, in Fiscal

years 2006, 2007, and 2008 our sustainment rate is over 100%. In 2009, our sustainment rate drops to 90%. However, thanks to Congressional support of Restoration and Modernization to repair our facilities, in order to support additional Marines arriving as a result of Grow the Force, living and working conditions will improve for all our Marines.

#### Military Construction

For the fourth year in a row, the Fiscal Year 2010 funding provided by Congress represented a significant increase from historical funding levels. In 2010, over \$2.7 billion in funding will provide facilities that address long-standing requirements at our bases and stations and support the increased endstrength across the Marine Corps. It is always a pleasure to visit our installations and hear young Marines talk about the work they perform in these new facilities.

Our Fiscal Year 2011 budget request of \$2.8 billion continues to support our Marines. Funds are being requested to support Grow the Force, Bachelor Enlisted Housing, critical aviation facilities to support next generation aircraft, improvement of Professional Military Education, and equipment modernization. Additionally, we have included funding for the replacement of facilities far beyond their useful life, other quality of life facilities, and correction of safety and encroachment issues.

#### Marine Corps Exclusive, Military Construction, Navy Reserve

The Marine Forces Reserve is an integral and vital portion of our Marine Corps total force. Marine Forces Reserve is comprised of almost 39,600 Select Marine Corps Reserve personnel at 185 sites, dispersed throughout 48 states, Washington D.C., and Puerto Rico. As these numbers suggest, maintenance of adequate Marine Corps Reserve facilities presents a considerable challenge. The Military Construction, Navy Reserve program for exclusive Marine Corps construction must effectively target limited funding to address at least \$140 million in deferred construction projects. Over 57



percent of the reserve centers our Marines train in are more than 30 years old and of these, 44 percent are more than 50 years old.

The equipment our Marines use today is bigger, heavier, wider, and longer, creating support requirements that these antiquated facilities cannot meet. The electrical demand on our facilities because of modern equipment has increased significantly. Appropriately constructed or modified maintenance facilities, as well as adequate electrical power and other support infrastructure upgrades, are necessary to maintain combat readiness. We still continue to use facilities built to accommodate manual typewriters, M151 jeeps, and M-48 tanks.

To help us address these challenges, the Fiscal Year 2011 budget request includes \$20 million for Military Construction, Navy and Marine Corps Reserves. This program addresses two pressing requirements and will provide a new Reserve Training Center and a vehicle maintenance facility in Yakima, Washington; and a vehicle maintenance facility in Twentynine Palms, California.

#### Conclusion

Improving quality of life and "taking care of our own" will remain one of our highest Marine Corps priorities. On behalf of our Marines and our families, I thank you for your unwavering support to address the warfighting, infrastructure, and personal and family readiness requirements of the Marine Corps.