



Enclosure 2: Department of the Navy





THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

INFO MEMO

March 9, 2020

FOR: OFFICE OF THE UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)

FROM: Thomas B. Modly, Acting Secretary of the Navy

A handwritten signature in black ink, appearing to read "T. B. Modly", is written over the "FROM" line.

SUBJECT: Fiscal Year 2019 Department of Defense Annual Report on Sexual Assault in the
Military

- As requested within the “Under Secretary of Defense for Personnel and Readiness” memorandum of September 23, 2019, the attached is provided as input from the Department of the Navy (DON) in support of the Department of Defense Annual Report to Congress on Sexual Assault in the Military for Fiscal Year 2019.
- The DON is committed to having an inclusive culture where all Sailors, Marines, and civilians thrive. The Department has an unwavering commitment to provide all impacted individuals with the best possible care and support, to hold every offender accountable for their actions, and to reduce and ultimately prevent occurrences of sexual assault.
- Recognizing sexual assault as a threat to the readiness and resilience of the fleet and to our ability to fight and win our nation’s wars, the Chief of Naval Operations, the Commandant of the Marine Corps, and I work together to combat sexual assault within our ranks. We are strengthening our reporting and support programs as we also work to identify the latest research and emerging evidence-based tools to address the attitudes, culture, and low-level behaviors that contribute to the prevalence of this intolerable behavior.
- Though there is more to do, we are confident that the Department is making important progress and that we will continue to do so until this battle is won.
- Should you require additional information, my point of contact for this action is Ms. Melissa Cohen, Director, Department of the Navy Sexual Assault Prevention and Response Office. She may be reached by telephone at (703) 697-2180 or by e-mail at melissa.e.cohen@navy.mil.

Attachments:
As stated

Prepared by: Melissa Cohen, DON SAPRO, (703) 695-4217

FY 2019 Annual Report on Sexual Assault in the Military Executive Summary: Department of the Navy

The Department of the Navy is committed to having an inclusive culture where all Sailors, Marines and civilians thrive. Sexual assault results in physical and psychological injuries for teammates, impacting unit-level effectiveness, our reputation, readiness and resilience of the Fleet; it affects our capacity to fight and win our nation's wars. The Department has an enduring commitment to:

- Reduce and ultimately prevent occurrences of sexual assault,
- Provide Marines, Sailors and civilians with the best possible care and support, and
- Hold every offender appropriately accountable for their actions.

The Department of Navy Sexual Assault Prevention and Response Office (DON SAPRO) overview

Operating under the immediate supervision of the Secretary of the Navy, DON SAPRO oversees the sexual assault prevention and response activities for the Navy, the Marine Corps, and the United States Naval Academy.

As the Secretary's principal advisor on issues relating to sexual assault, DON SAPRO provides the Secretary with the evaluation of prevention and response initiatives, through data analyses and relevant subject matter expertise. DON SAPRO also guides the Department's development of future policies and practices, aimed to eliminate sexual assault. Further, DON SAPRO partners with the Department of Defense's Sexual Assault Prevention and Response Office (DoD SAPRO), and other military services, as well as with academia and commercial industry.

To support the Department's objectives (prevention, care, accountability), during Fiscal Year 2019 (FY 2019), DON SAPRO adopted four key areas of focus:

1. Building Partnerships
2. Program Evaluation
3. Providing Resources for the Navy and Marine Corps
4. Oversight and Compliance

While not a comprehensive list, the below are examples of DON SAPRO initiatives relating to each of these areas.

1. BUILDING PARTNERSHIPS

The first area of focus has been in *Building Partnerships* between the civilian institutions and the Services. Through these partnerships, the Department is better equipped to adopt prevention best practices, while testing its more novel prevention and response approaches.

DON SAPRO's related FY 2019 activities included:

- ***Inaugural National Discussion on Sexual Assault and Sexual Harassment:*** In spring of FY 2019, DON SAPRO planned the first *National Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities and Service Academies*. This two-day DON SAPRO-hosted event was held at the United States Naval Academy in April 2019. The event was the first-of-its-kind, bringing together the Secretaries of the Navy, Army and Air Force; members of Congress; heads of the military academies; and presidents and other representatives from more than 125 colleges and universities. Having catalyzed collaboration between institutions that had historically isolated themselves on these issues, the Secretaries agreed that the National Discussion would be a continuing annual event. Additionally, the Secretary of the Navy tasked DON SAPRO to expand the scope of this effort, through the creation of regional discussions based on the same model.

- ***Regional Discussions on Sexual Assault and Sexual Harassment:*** In September 2019, DON SAPRO led its first Regional Discussion on sexual assault and sexual harassment at America's colleges, universities and service academies. The event was cohosted with the State University of New York, and more than 250 attendees attended—representing more than 90 colleges and universities and all the Services. DON SAPRO also began preparation for FY 2020 Regional Discussions, including a February 6, 2020 event presented with the University of New Mexico in Albuquerque, New Mexico.

- ***Working Group Involvement (ongoing):*** DON SAPRO regularly participates in a number of working groups including: the DoD Character Assessment Working Group; the DoD First Line Supervisory Working Group; the DoD Men's Working Group; the DoD Prevention Roundtable; Defense Advisory Committee on Women in the Services; and the North Atlantic Treaty Organization Science Technology Organization Human Factors and Medicine Technical Team 295: Sexual Violence in the Military.

2. PROGRAM EVALUATION

Program Evaluation is essential in measuring the effectiveness of our programs. The Department is working towards both evidence-based interventions and empirically-validated forms of assessment. In FY 2019, relevant-efforts included:

- ***Prevention Plan of Action Self-Assessment (May 2019-December 2019):*** DON SAPRO supported the Navy, Marine Corps, and United States Naval Academy self-assessments and implementation relating to the DoD SAPRO's Prevention Plan of Action (PPoA). PPoA requires that Services assess, identify, and lay the foundation for key stakeholders and resources to improve efforts for concrete action to address and ultimately reduce incidences sexual assault and sexual harassment.

• **Program Evaluation Experts (ongoing):** Leveraging subject matter experts from educational institutions, the Department has helped build a framework for measuring behavioral change and program effectiveness. They have also supplied training for the military Services' prevention, research, and legal staff.

• **Centers for Disease Control (CDC) (July 2019):** DON SAPRO, the Navy and the Marine Corps representatives went to the CDC's Atlanta headquarters for briefings on the methodology for assessing the efficacy of sexual assault prevention interventions. The CDC is the nation's leader in analysis of sexual assault interventions' efficacy; therefore, by incorporating CDC's techniques into programmatic review, the Department may improve internal assessments, while also being able to compare its efforts to other federal and industry initiatives.

• **Aligning Metrics Initiative (ongoing):** Following a Regional Discussion, co-hosted with the State University of New York, DON SAPRO planned an engagement with the university on how to best identify ways that universities and military experts could create and use a standardized set of metrics for sexual assault, sexual harassment and other behaviors, to more easily compare prevalence rates. Through this alignment, we will increase our ability to identify progress, measure effectiveness of interventions, analyze trends across the nation, and make more reliable comparisons between military and civilian institutions.

3. PROVIDING RESOURCES FOR THE NAVY AND MARINES

In the third area of focus, *Providing Resources*, DON SAPRO's goal is to disseminate subject matter expertise to the Navy and Marine Corps on a strategic level, while also being a more direct resource for Sailors, Marines and civilians. Therefore, the office is developing and distributing toolkits that can inform the Fleet about existing programs. More broadly, DON SAPRO is also developing prevention programs to address command climate, reduce the incidence of destructive behaviors, and increase positive actions. DON SAPRO's FY 2019 activities in this area include:

• **Education/Training Content (ongoing):** DON SAPRO staff have led quarterly training sessions for Navy and Marines headquarters staff, as well as arranging special events such as a panel for the 32nd Annual Joint Women's Leadership Symposium and a headquarters briefing on the impact of ostracism on command climate. DON SAPRO staff have been featured presenters at Navy and Marines' training sessions, provided overviews of the Department's strategic priorities relating to sexual assault prevention and related services. DON SAPRO has also offered other subject matter expertise for activities such as Sexual Assault Awareness and Prevention Month events.

• **Development of Climate Assessment/Prevention Tools (ongoing):** DON SAPRO and key stakeholders have collaborated on the assessment of command climate factors that may be predictive of military sexual assault, as well as on development of tools to help commanders respond to these factors. This has been in

conjunction with the redesign of the Defense Equal Opportunity Climate Survey (DEOCS).

4. OVERSIGHT AND COMPLIANCE

DON SAPRO's fourth area of focus, *Oversight and Compliance*, has helped ensure that the Secretariat, Navy, Marine Corps and Naval Academy have fulfilled all congressional and related mandates and compliance efforts. Examples of DON SAPRO's FY 2019 Oversight and Compliance actions include:

- ***Policy Review and Promulgation:*** As the Secretary's principal policy advisor, DON SAPRO has supported the Secretary during policy deliberations such as those relating to the Sexual Assault Accountability and Investigation Task Force, National Defense Authorization Act provisions, Navy's revision of its sexual assault prevention instruction, and the Department-wide implementation of the "Catch a Serial Offender" Program.
- ***Site Visits (ongoing):*** In addition to formal assessments, DON SAPRO representatives met with commanders, military criminal investigators, Sexual Assault Prevention and Response Coordinators and Victim Advocates, Victims' Legal Counsel and related key stakeholders. Among those sites visited: Fleet Forces Command; United States Marine Forces Command; the USS EISENHOWER (CVN-69); USS BOISE (SSN 764); and USNA.
- ***Coordination and Analysis of Annual Reports to Congress (current/ongoing):*** In addition to its supervisory and coordination role for this FY 2019 report, DON SAPRO was involved in the execution of the *forthcoming Workplace and Gender Relations Survey of Reserve Component Members* and the United States Naval Academy's submission for the *Military Service Academy Annual Report for Academic Program Year 2018-2019* (released in January 2020).

UNITED STATES NAVY AND UNITED STATES MARINE CORPS OVERVIEW

The Navy and Marine Corps have continued to make progress in the reporting of sexual assault, with more victims willing to report sexual assault and to access support programs. Attached to this executive summary are the two comprehensive reports from both services, outlining their dedicated and steadfast efforts for FY 2019.

For FY 2019, the Navy and the Marine Corps carried out self-assessments based upon the Department of Defense's Prevention Plan of Action (PPoA), a holistic approach to prevention. Their PPoA assessment efforts were led by subject matter experts and key stakeholders, including experts in sexual assault prevention and related behavioral fields (such as suicide prevention, substance abuse, and diversity and inclusion). Through these assessments, the Services identified key prevention strengths and next steps for further improvement.

At the same time, the Navy and Marine Corps have been improving existing programs, with a focus on new and updated SAPR-related training. For example, the Navy has been increasing training opportunities for leaders, mandating advanced training for all Navy Criminal Investigation Service (NCIS) special agents, and updating victims' advocacy training curricula. The Marine Corps, for example, completed revisions to victims' advocacy training, and has been customizing its programs to better address the unique needs across age, rank and location. In addition, they have focused on the training and creation of a standardized measurement program for sexual assault prevention and response training content.

Navy and Marine Corps leadership are at the helm of all prevention efforts: The Chief of Naval Operations leads a 4-Star Flag Officer "Culture of Excellence" Governance Board that addresses how the Navy can counter sexual assault and other destructive behaviors, while promoting positive signature behaviors. Similarly, the Commandant of the Marine Corps focused on the priority of combatting sexual assault in his 2019 Commandant's Planning Guidance. The Sergeant Major of the Marine Corps and the Master Chief Petty Officer for the Navy have also both been outspoken advocates for prevention efforts across the Fleet, as have other senior leaders across the Fleet.

Both services have also been implementing the new "Catch a Serial Offender" program, which empowers victims who filed a restricted report to disclose information about their assailant or assault in a safe and confidential way, is aimed at the removal of serial predators from our ranks.

On the prevention side, the Navy and Marines have been adopting empirically-based prevention approaches, while developing new, innovative scientifically-based interventions. Both Services are moving to more use of data analytics, to better understand when Sailors and Marines are at increased risk, and how to tailor programs to address these circumstances.

More specifically, Navy is taking a more holistic approach to prevention through the Culture of Excellence (COE), an overarching philosophy that aims to achieve warfighting excellence by fostering toughness, trust and connectedness - psychological, physical and emotional toughness, organizational trust and transparency, and inclusion and connectedness among every Sailor, family member and civilian throughout their Navy journey. COE embraces a public health approach for preventing destructive behaviors, promoting Signature Behaviors (positive behaviors) and leveraging science and data analytics.

The Marine Corps is taking a more focused approach to development and evaluation of the annual required SAPR training. With the creation of SAPR Standardized Evaluation Measurement Program (STEMP) system, Headquarters SAPR will have the evaluation data on quality of instruction and effectiveness of training content, knowledge change in participants, and intent to intervene. Initially STEMP's implementation is focused on "Take a Stand" Non-commissioned Officer Bystander Intervention Training, but the goal is to

employ the STEMP process with all SAPR annual trainings, Sexual Assault Response Coordinator initial training, and SAPR Victim Advocacy initial training by Fiscal Year 2021. SAPR is leading the way with this evaluation which will ultimately be replicated across the other Marine and Family Programs Divisions curricula.

In summary, the Department of the Navy has been collaborative, forward leaning and dedicated in its efforts to prevent and respond to sexual assault. While there is much more work to be done, a holistic approach is being implemented, spanning leadership engagement to deliberate evidence based intervention.

FY 2019 Annual Report on Sexual Assault in the Military Executive Summary: United States Navy

The following Executive Summary Template should be used to capture a strategic summary of your submission regarding the progress made and principal challenges confronted by your SAPR program from October 1, 2018 through September 30, 2019. This summary should be written from a high-level perspective, and emphasize key messaging points for your Military Service that link major actions taken throughout the year.

The Navy's Sexual Assault Prevention and Response Program reflects the Navy's force-wide commitment that sexual assault is not tolerated, condoned, or ignored. Sexual assault is a threat to the United States Navy that adversely impacts readiness, morale, and retention. We are focused on developing and implementing strengthened primary prevention efforts and increasing victim reporting, support, and resiliency. Accordingly, Navy leadership is aggressively pursuing a more dynamic, team-focused prevention strategy while requiring continued critical evaluation of prevention programs to eliminate negative behaviors and prevent harmful incidents from happening. The Navy remains committed to cultivating an environment of mutual dignity and respect for all, in which Sailors look out for their shipmates, victims are supported, and offenders are held appropriately accountable.

Endeavoring to establish a shared understanding and more holistic approach for addressing workforce readiness, the Navy developed an overarching prevention effort plan that focuses specifically on building capacity and capability for primary prevention. Additionally, the Navy conducted a headquarters-level Prevention Plan of Action self-assessment to determine strengths and gaps in its primary prevention system. The Navy is implementing policies, programs, practices, and processes that prevent the onset of destructive behaviors through a proactive, population-based public health approach. Response efforts remain an integral and critical component for strategies addressing the welfare of the Navy workforce; however, a comprehensive prevention system and process will reduce risk factors and increase protective factors throughout Sailors' careers to move the Navy to the left of psychological, physical, and behavioral health issues.

To that end, the Navy has continued its Culture of Excellence 4-Star Flag Officer Governance Board chaired by the Chief of Naval Operations to define and align the Navy's efforts to counter destructive behaviors and promote signature behaviors that reflect the Navy ethos and core values. The Culture of Excellence Governance Board and its associated working group lead efforts to establish a culture of excellence that fosters and facilitates Signature Behaviors rather than a culture of mere policy compliance. The Navy's Culture of Excellence framework strengthens the Navy's warfighting and mission effectiveness by developing psychological and physical toughness, building trust through transparency, and maintaining a sense of belonging and connectedness in every Sailor, civilian, and family member. This framework connects the Navy's various resilience and prevention efforts and is grounded in three lines of effort: leveraging data analytics, developing a behavior learning continuum to establish primary prevention touchpoints across a career, and implementing evidence-based policies, programs, practices, and processes.

Commanders and front-line supervisors complement these efforts through sustained emphasis on appropriate behavior, which establishes climates of dignity and respect as well as proper environmental expectations. Environmental and cultural conditions serve as drivers for healthy versus unhealthy behavioral decisions that Sailors make. Key factors such as connectedness, toughness, and trust are associated with choices that simultaneously promote Signature Behaviors and reduce destructive behaviors. Thus, leadership engagement and positive examples reinforce what “right” looks like and help prevent unacceptable behavior, including sexual assault. Pilots, such as the virtual leadership coaching program, will be implemented to provide scaled and appropriate content to Sailors through state-of-the-art learning technologies. The overall aim of persistent deckplate leadership and improved educational platforms is to produce more resilient Sailors and a more lethal workforce; this is achieved by building relational knowledge and skills and by reinforcing healthy environmental and social conditions to increase Sailor readiness and holistic well-being.

Concurrent with its drive toward better primary prevention, the Navy continued to refine response, investigative, and accountability capabilities through readily available high-quality services and support resources provided by well-trained and accessible personnel. Victim assistance and advocacy services address victim physical, mental, and emotional well-being, instill confidence and trust, strengthen resilience, and encourage victims to report. Resources to support this ongoing capability include Sexual Assault Response Coordinators, civilian and unit Sexual Assault Prevention and Response Victim Advocates, Deployed Resiliency Counselors, Victims’ Legal Counsel, Chaplains, and medical providers.

Naval Criminal Investigative Service continued their training efforts with a goal of having all agents and investigators trained and available to respond to allegations of sexual assault. This effort, along with sustained collaboration with Special Victim Investigation and Prosecution personnel is crucial for a holistic approach to sexual assault investigations and to victim participation. Through the expansion of training courses, Judge Advocate General personnel improved the quality of legal support to Sailors who reported sexual assault.

The Navy’s efforts reinforce the expectation that every member of the Navy total force will uphold an environment of dignity, respect, and trust. Adhering to standards of professional behavior and maintaining an environment of mutual respect are critical to establishing a Culture of Excellence. The Navy will leverage data analytics to make informed decisions and focus on outcomes rather than processes. The Navy recognizes that every member of the team must be actively engaged to create social norms conducive to preventing sexual assaults. Leaders at all levels will continue to champion the Navy’s primary prevention efforts so that all Sailors possess the attitude, knowledge, behavior, and skills to keep themselves and their shipmates safe on and off duty. All Sailors deserve, and must expect, a safe and secure work and living environment, and a culture intolerant of destructive behaviors.

1. Goal 1—Prevention: “institutionalize evidenced-based, informed prevention practice and policies across the Department so that all Military Service members are treated with dignity and respect, and have the knowledge, tools, and support needed to prevent sexual assaults.”

1.1 Prevention Plan of Action (PPoA) Self Assessment: Provide a summary of your Military Service’s PPoA Self-Assessment findings. Include in the description the scope of your Self-Assessment prevention activities. (SecDef Memo, *Actions to Address and Prevent Sexual Assault in the Military (May 1, 2019)* / OUSD-PR Memo, *Execution of the Department of Defense Sexual Assault Prevention Plan of Action (April 26, 2019)* / DoD Prevention Plan of Action 2019-2023 (April 2019))

The Navy conducted the Prevention Plan of Action (PPoA) self-assessment in accordance with Department of Defense (DoD) guidelines at the headquarters (HQ) level and used the findings to determine the needs, priorities, next steps, and resources required to sustain progress toward reducing sexual assault prevalence in the Navy. The Navy’s overarching prevention strategy includes implementing the PPoA goals and establishing and maintaining a Culture of Excellence (COE) throughout the Navy. The PPoA is an honest reflection, analysis, and assessment of past initiatives to forge the best way forward. Embracing a public health approach, COE aims to achieve warfighting excellence by fostering psychological, physical, and emotional toughness; promoting organizational trust and transparency; and ensuring inclusion and connectedness among every Sailor, family member, and civilian throughout their Navy journey. This emphasizes a higher standard of excellence as a progressive warfighting organization, which leverages human capital to promote Signature Behaviors (what “right” looks like) while simultaneously preventing destructive behaviors as the Navy continues to mature its critical response capabilities.

Sexual assault prevention requires a holistic, comprehensive approach focusing on the three tiers of prevention (primary, secondary, and tertiary) operating within the social-ecological model (SEM) in conjunction with Navy Sexual Assault Prevention and Response (SAPR) strategies, and, finally, executed with unity of effort toward the desired end state. The Navy acknowledges the role that destructive behaviors play in sustaining environments and harmful attitudes contributing to incidents like sexual assault and sexual harassment. Thus, the Navy self-assessment included sexual assault, sexual harassment, substance misuse (includes drug and alcohol misuse), and suicide prevention, as well as Inclusion and Diversity (I&D) at the HQ level. However, this summary addresses only the SAPR portion of the PPoA self-assessment. For the purpose of this report, Navy HQ refers to the Navy’s 21st Century Sailor Office (N17). A team of more than 20 personnel, including an 8-member final rating panel, assessed N17’s alignment with 24 DoD-established criteria comprised of the following 9 elements: Leadership, Prevention Workforce, Collaborative Relationships, Data, Resources, Policy, Comprehensive Approach, Quality Implementation, and Continuous Evaluation. All criteria were rated based on prevention activities occurring over the last 12 months.

During the PPoA self-assessment, N17 identified key strengths and gaps for each self-assessment element. N17 leadership has significant strengths, including support for prevention staff and evidence-based prevention decisions and programs grounded in

proven research and evaluation. N17 has a clear plan for aligning best practices and next steps as outlined in the PPOA. N17's COE includes promising primary prevention initiatives to inform policy updates under the "Simplify and Align" umbrella of work. N17's most significant strength is its comprehensive approach to primary prevention, as evidenced by the Navy's active prevention capacity and capability-building through Fleet-wide training being developed and implemented with Command Resilience Teams (CRT). The Navy's recognition of I&D as a critical component for COE is reflected in its strong leadership support and recruitment goals. N17 will continue its progressive activities in primary prevention by translating best practices to lower echelon commands Navy-wide.

N17 still has much work to do to achieve a fully functioning and mature prevention system. However, efforts already underway show great promise as N17 implements primary prevention for sexual assault and other destructive behaviors within the Navy. Recognizing the interconnectedness between the risk and protective factors for these behaviors, the Navy's COE supports healthier outcomes that feed into optimal performance and enhanced warfighting excellence. The Navy drives toward this COE by holistically addressing primary prevention for the range of destructive behaviors and by promoting I&D.

1.2 Self-Assessment Elements: For each Self-Assessment element (Human Resources, Collaborative Relationships, Infrastructure, Comprehensive Approach, Quality Implementation, and Continuous Evaluation) provide a brief summary and examples of key strengths and gaps. *(SecDef Memo, Actions to Address and Prevent Sexual Assault in the Military (May 1, 2019) / OUSD-PR Memo, Execution of the Department of Defense Sexual Assault Prevention Plan of Action (April 26, 2019) / DoD Prevention Plan of Action 2019-2023 (April 2019))*

Human Resources – Leadership

Leaders at all levels are key to championing the Navy's prevention efforts but for the purposes of the PPOA self-assessment, leadership is defined as the 21st Century Sailor Office Director, Executive Director, Deputy, Behavioral Development and Performance Branch Head, and Compliance and Competencies Branch Head. Leadership also includes Chief of Naval Personnel (CNP), Vice Chief of Naval Operations (VCNO), Chief of Naval Operations (CNO), and their deputies, but the self-assessment primarily focused on leadership within N17.

N17 leadership consistently leverages the expertise of its Prevention Highly Qualified Expert (HQE), as well as subject matter experts (SME) in all areas of destructive behavior and I&D. Prior to making prevention decisions, leadership often asks its HQE and SMEs for available research, as well as contextual and/or experiential evidence regarding pending initiatives. The N17 HQE and other SMEs provide briefings, information papers, and data regarding practical application gleaned from other similar programs and initiatives in and out of the military. Currently, evidence-based prevention information flows across N17 through a combination of leadership reaching out to ask questions or conversely, the HQE and SMEs driving information up to inform leadership about evidence-based prevention.

N17 considers all of its staff to be part of the prevention workforce, but most are not specifically dedicated or trained for primary prevention. Navy leadership's imperative to shift emphasis to primary prevention required a reorganization of the N17 team to allow for a continued focus on policy and compliance and a new and sustainable effort at behavior development and performance. While the newly structured organization continues to settle into their redefined roles, leadership now has an improved ability to direct and collaborate on primary prevention activities.

Despite the nascent nature of primary prevention knowledge within the Navy, N17 laid the groundwork for evaluating prevention practices. For example, the Navy worked with Boston University to conduct a longitudinal randomized controlled trial (RCT) on the One Love Foundation's Escalation Workshop with 335 Navy Sailors. The Escalation workshop includes a short film about college-age intimate partner violence followed by a peer-facilitated discussion regarding abusive versus healthy dating relationships. The control trial revealed statistically significant improvements in Sailors' attitudes about dating abuse and bystander intervention, including one type of prevention-oriented bystander behavior. The positive findings suggested the Escalation Workshop should be implemented more broadly across the Navy. As a result, leadership supports expansion of this prevention program, as well as continuous evaluation of its effectiveness. The Escalation Workshop is one of the few prevention activities N17 actively evaluates, but N17 has also started the process for evaluating the Navy's CRTs. N17 leadership recognizes a need for more systematic and routine evaluation with all Policies, Programs, Practices, and Processes (P⁴).

The Navy's implementation of COE is leadership-driven and evidence-informed, and it has significant potential for increasing the Navy's primary prevention capacity and capability. However, an existing gap is the reliance on one HQE to inform leadership with a small contingency of specialized experts lacking institutional program area knowledge and primary prevention experience.

Human Resources – Prevention Workforce

The Navy is building its primary prevention capacity and capability through efforts to hire and train staff. The Navy expanded its academic, behavioral, and research capability with the addition of a prevention-focused HQE to advise leadership on initiatives focused on the prevention of destructive behaviors that directly impact the readiness and retention of military members. The team of science-focused professionals brings outside academic, agency, and industry experience to advise Navy leadership on the most relevant empirical and evidence-based practices. N17 strengths include its focus on building skills, including the availability of resources and support for training and professional development. N17 will build prevention capacity and workforce, primarily ensuring more personnel are dedicated and/or properly trained in primary prevention. N17 has a clear way forward that aligns with best practices and next steps as outlined by DoD Sexual Assault Prevention and Response Office (SAPRO) in the PPOA.

Collaborative Relationships

The Navy collaborates internally and externally with academia, fellow Services, and other federal and non-federal organizations when investigating research-informed and evidence-based prevention strategies aimed at reducing, and ultimately eliminating, destructive behaviors. The Navy has collaborated with organizations both internal and external to the military on several pilots and studies related to prevention and has implemented some evidence-based prevention that addresses the full spectrum of behaviors. Internally, N17's COE Working Group (WG) is a primary means of collaboration.

Externally, N17 coordinated with Boston University for the One Love Escalation Workshop pilot and is expanding the program by training Navy personnel to be master trainers and facilitators in the Pacific Fleet area. Additionally, N17 worked with the Centers for Disease Control and Prevention (CDC) Violence Prevention Technical Assistance Center (VPTAC), Embry-Riddle Aeronautical University, and Human Factors and Classification System (HFACS) Incorporated to provide primary prevention and Human Factors Process (HFP) training to more than 200 members of the Navy's prevention workforce (primarily CRT members).

N17 has also coordinated with several institutions to develop evidence-based artificial intelligence (AI) tools to assist with risk awareness and mitigation for Commanders, as well as individually tailored education for Sailors. Other specific examples include, but are not limited to:

- Center for Naval Analyses (CNA) Sailor Life Cycle Data Requirements: This study addresses the leadership and life skills required for a Sailor's professional and personal success, the timing by which these skills should be introduced and reinforced to reduce knowledge decay, and matching the skills to prevent specific destructive behaviors such as sexual assault. Specifically related to interpersonal effectiveness are intrapersonal skills such as appreciation for, and embracing, diversity, self-regulation, self-awareness, and personal responsibility; interpersonal skills such as healthy relationships and empathy/perspective-taking; and cognitive skills such as critical thinking/reasoning, problem-solving, and decision-making. This supports the development of life skills in multiple core areas.
- CNA Multilevel Risk and Protective Factors for Interpersonal Violence: This study considers the complex interplay between individual, relationship, community, and societal risk and protective factors that support effective primary prevention efforts for the Navy. In line with the DoD strategic plan, this study has helped Navy identify activities that advance primary prevention by reducing risk factors associated with interpersonal violence.
- Booz Allen Hamilton Counter Workplace Behaviors Baseline: Data analysts are reviewing various databases to establish behavioral incident baseline numbers by platforms and installation. Results will provide leadership with information on

sexual assault trends relevant to their unit and the resources necessary to respond to those trends.

- RAND Risk and Protective Factors Assessment for Sexual Assaults: RAND is exploring alternative approaches to clustering risk that will clarify whether risk is associated with ship class, operations, home ports, shop duties, commands, or other organizational and operational characteristics. Results will help develop targeted prevention strategies for high-risk communities.

N17's efforts to leverage outside expertise expand our point of view through access to diverse research work to include cutting-edge advances in the prevention of sexual assault and multiple other destructive behaviors. These efforts also support DoD SAPRO's strategic plan "to facilitate a comprehensive and coordinated approach to addressing SAPR efforts in the military."

Infrastructure – Data

N17 has identified key contributing factors of military sexual assault across a sub-set of its populations and program evaluations occasionally assess for these factors. These factors were determined based on the aforementioned studies by CNA, Booz Allen Hamilton and RAND, as well as through Defense Organizational Climate Surveys (DEOCS) and the associated command climate assessment process. The Navy's approach to primary prevention focuses on strategies that prevent destructive behaviors and promote positive behaviors by decreasing risk factors and increasing protective factors and healthy behaviors. N17 has identified alcohol, sexual harassment, and negative command climate as contributing factors of sexual assault across the population. N17 data additionally identified junior enlisted and younger Sailors a higher risk for sexual assault.

Prevention-related data from the Defense Sexual Assault Incident Database (DSAID) is synthesized on a monthly basis to form a Common Operational Picture for leadership. At a strategic level, a primary metric to assess the effectiveness of sexual assault prevention efforts is the prevalence of sexual assault, measured biennially via the Workplace and Gender Relations Survey Active/Reserve (WGRA/R). The combination of DSAID data and survey reports provides an expansive understanding of the reporting environment and the outcomes involved, but it remains a challenge to regularly synthesize the various information in a clear way to inform leadership action for prevention.

Diverse (in experience and expertise) groups of Service Members outside of HQ offices are regularly asked to provide input into strategic prevention decisions and prevention activities, and leaders and prevention staff often take Service Member opinions into account when making decisions. In addition to data science, N17 accounts for Fleet feedback via the COE Working Group (WG). The COE WG membership includes representatives from various SAPR stakeholders and other operational and administrative organizations (e.g. Commander, U.S. Naval Forces Europe - Commander, U.S. Naval Forces Africa (CNE-CNA), Commander, U.S. Fleet Forces Command (CFFC), Commander, U.S. Pacific Fleet (CPF), U.S. Naval Academy (USNA), Master Chief Petty

Officer of the Navy (MCPON), Naval Inspector General (NAVINSGEN), Naval Supply Systems Command (NAVSUP), and Chief of Chaplains (CHC)).

Members of the COE WG have been instrumental in providing input and feedback for multiple N17 initiatives, which all have elements of primary prevention – Primary Prevention Logic Model development, Getting to Outcomes (GTO), “Simplify and Align”, and Perform to Plan (P2P). N17 continues to apply data science and advanced analytics to deepen its comprehensive understanding of sexual assault incidents to inform future prevention pilot programs, studies, and revisions to SAPR P⁴.

Infrastructure – Policy

Navy policies do not impede comprehensive evaluations of sexual assault prevention efforts, and at least one policy encourages evaluation. However, proper assessment of outcomes regarding Navy-specific sexual assault prevention efforts is challenging due to Health Insurance Portability and Accountability Act (HIPAA) restrictions and other privacy related barriers to data collection. Additionally, existing policies do not identify roles/responsibilities or professional development of HQ primary prevention staff. An emerging COE policy, in alignment with the PPOA self-assessment, will outline roles and responsibilities of the CRT and other prevention workforce personnel. N17 staff is also in the beginning stages of incorporating primary prevention into the various policies pertaining to destructive behaviors.

Infrastructure – Resources

For sexual assault prevention efforts, N17 has a plan to fully sustain funding for effective activities in all four of the following areas: 1) staffing; 2) adaptation; 3) implementation and; 4) evaluation. However, due to lack of flexibility in the Program Objective Memorandum (POM) cycle, current fiscal year (FY) funding requirements must be offset. Thus, unless the full scope of adaptation is known and can be programmed for, properly funding adaptation may not always be achievable. N17 partners with Navy’s Director, Research, Assessment & Modeling (OPNAV N1T) and other internal and external entities to ensure enduring research and evaluation efforts.

There are dedicated resources to routinely fund N17 prevention staff for professional development and training on all prevention activities. Because the dedicated and trained prevention staff at N17 is small, N17 is able to properly fund all professional development and training for its staff based on the prevention activities being implemented. However, as further training and education of existing prevention staff increases, funding will also need to increase.

Based on current and pending contracts, N17 has clear plans to prioritize and distribute resources, and those plans are regularly followed. All plans rely on DoD funding and Congressional appropriations. Newly implemented, major programs require the Navy to work through the formal Planning, Programming, Budget and Execution (PPBE) process to acquire funds and properly document a new Program of Record.

Comprehensive Approach

In FY19, N17 made significant progress to increase Fleet and key stakeholder leadership's understanding of the COE prevention efforts, the Primary Prevention Logic Model that informs the development and assessment of primary prevention efforts throughout the Navy, and overarching strategies for prevention efforts with sexual assault and other destructive behaviors. These efforts will build the Navy's capacity to prevent the onset of unhealthy behaviors and enhance readiness and mission accomplishment in a new age of Great Power Competition.

Quality Implementation

N17 has made significant strides with its "Simplify and Align" initiative. However, significant coordination and oversight is required to complete the assessments. To institutionalize the process, N17 will use the CNO's Planning Board for Training and the COE Governance Board to provide periodic status updates. Ultimately, this process provides avenues for reducing burden on the Fleet from duplicative and ineffective programs while allowing for more strategic, comprehensive, and impactful prevention efforts.

Navy has two GTO pilots sponsored by DoD SAPRO. The pilots are part of the Applied Prevention Project (APP) Phase II to implement an evidence-based sexual assault prevention intervention and measure its effectiveness over time. GTO is a RAND developed evidence-based ten step process to help identify, select, plan, evaluate, and improve strategies to prevent sexual violence. The GTO pilots are being conducted in the Norfolk area with Commander, Naval Surface Forces Atlantic (CNSL) and Commander, Naval Installations Command (CNIC) and are focused on preventing interpersonal violence through healthy relationships. The goal for the pilots is to implement and assess prevention programs, build prevention capacity, and validate the effectiveness of the GTO process for operational units and shore-based organizations.

Continuous Evaluation

To address the need for continuous evaluation, N17's Behavioral Development and Performance branch established the Evaluation and Feedback section focused on assessing the SAPR Program P^4. The assessment process will include a specific evaluation model (baseline, implementation, monitoring, and impact assessments) and employ tailored assessment tools (e.g., approved surveys/polls to assess Sailor perceptions and efficacy of policies, prevention efforts, and education). Data will be systematically collected and analyzed to provide leadership with findings and recommendations regarding the efficacy of Navy's prevention activities. Navy will also use evaluations to refine its Primary Prevention Logic Model, which incorporates human factors information based on the HFP. As advocates for the Navy's COE, CRT members embarked on a training continuum of primary prevention and HFP in 2019, and they will contribute to the evaluation process by leveraging DEOCS and other command climate

assessment information. The first evaluation being developed for implementation is on the CRT program.

1.3 Future Plans: Based on your Military Service’s Self-Assessment, summarize leadership-approved priority actions and next steps for sexual assault prevention, including any key considerations or barriers to achieving the priorities. Include a description of progress towards Phase II of the PPOA execution – plan of action and milestones and logic model development. (SecDef Memo, *Actions to Address and Prevent Sexual Assault in the Military (May 1, 2019)* / OUSD-PR Memo, *Execution of the Department of Defense Sexual Assault Prevention Plan of Action (April 26, 2019)* / DoD Prevention Plan of Action 2019-2023 (April 2019))

The Navy’s self-assessment determined that, in general, N17 has successfully expanded Navy’s primary prevention capability. The assessment further concluded that Navy has a particularly strong and comprehensive approach to prevention, collaborative relationships, leadership, and policy. In the criteria assessing prevention workforce, data, resources, quality implementation, and continuous evaluation, Navy identified some gaps in capacity and capability that will be addressed during execution of the PPOA. In an effort to establish a shared understanding and more holistic approach for addressing workforce readiness, the Navy developed an overarching plan for its prevention efforts. Specific focus is on building primary prevention capacity and capability and promoting Inclusion and Diversity. Response efforts remain an integral and critical component for strategies addressing the welfare of the Navy workforce. However, a comprehensive prevention system to get to the left of psychological, physical, and behavioral health issues will reduce risk factors and increase protective factors throughout Sailors’ careers. To ensure the success of this comprehensive prevention system, Navy leaders must afford subordinates the necessary time and resources required for formative program evaluation, quality implementation, and continuous process and outcome evaluations. Primary prevention change is a generational effort requiring ongoing monitoring, evaluation, and feedback.

As part of the COE initiative, N17 is developing tools to help all Sailors better understand the precursor behaviors that can ultimately lead to destructive behaviors. Activities underway by the COE WG, and several research pilots being implemented by N17 and its collaborating partners, consider aspects of sexual assault, sexual harassment, substance misuse, suicide, and other destructive behaviors. These efforts include leveraging data analytics with partners such as the Army Analytics Group to develop a Personnel-Event Data Environment that gives new insights and improves current prevention efforts by providing commanders with relevant synthesized information regarding the overall health of their unit. A critical component of this work is the development of a Commander’s Risk Mitigation Dashboard (CRMD), which will use machine learning algorithms to analyze information from nearly 30 databases to provide commanders a visual representation of command trends and potential risks at the unit level. The CRMD will be used in conjunction with CRTs, HFP, and the Personal Assistant for Lifelong Learning (PAL3) application to understand and address risk factors contributing to destructive behaviors and the protective factors that may prevent them. This data-based real-time awareness of a command’s health is essential for operational readiness and warfighting effectiveness.

N17 will continue to develop and deliver training to ensure that all leaders engaging in primary prevention activities have an understanding of prevention and the tools and resources to drive prevention efforts forward. In addition, N17 will update policy to clarify roles, responsibilities, and standard operating procedures for prevention staff and prevention program management and oversight.

N17 created a prevention logic model with strategic guidance for all current and future prevention activities to help identify gaps and areas of duplication. The Navy Primary Prevention Logic model forms the basis of our comprehensive approach and aims to address the full spectrum of destructive behaviors from the headquarters to the individual unit level. The results of the PPOA self-assessment will help refine Navy's existing primary prevention logic model and subsequent Plan of Action and Milestones (POAM). A prime focus of the POAM will be for Navy to update its P⁴ to increase promotion of I&D and to target risk and protective factors for sexual assault, sexual harassment, substance misuse, and suicide. At this time, N17 is on track to complete execution of PPOA Phase II by June 2020.

2. Goal 2—Victim Assistance & Advocacy: “deliver consistent and effective advocacy and care for all military Service members or their adult dependents, such that it empowers them to report assaults, promotes recovery, facilitates dignified and respectful treatment, and restores military readiness.”

2.1 Strategic Summary: Summarize your efforts to achieve the Victim Assistance & Advocacy goal. In this strategic summary, include significant updates and/or force-wide changes and/or initiatives begun or completed by your Military Service in FY19. As applicable, include any initiatives employed with targeted subgroups (e.g., male victims) or specific locations (e.g., barracks). There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 2 – Victim Assistance & Advocacy, p. 7)

The Navy achieves Victim Assistance and Advocacy by maintaining readily available high quality services and support capabilities provided by well-trained and accessible personnel. SAPR services address victim physical, mental, and emotional wellbeing, instill confidence and trust, strengthen resilience, and encourage victims to report. This support capability includes Sexual Assault Response Coordinators (SARC), civilian and unit SAPR Victim Advocates (SAPR VA), Deployed Resiliency Counselors (DRC), Victims' Legal Counsel (VLC), Chaplains, and medical providers. The Navy's response program continues to mature and deliver consistent and quality care and advocacy to Sailors across the Fleet.

Commander, Naval Installations Command HQ SAPR executes response components of the Navy's SAPR program. Installation SARCs oversee both civilian and unit SAPR VAs under their purview, ensuring integrated advocacy and response. SARCs provide program implementation guidance within their area of responsibility and serve as conduits for information flow to and from CNIC HQ SAPR. SARCs serve as the single point of contact

for coordinating sexual assault response when a sexual assault is reported. SAPR VAs facilitate care and provide referrals and non-clinical support and advocacy to victims. The Navy SAPR program currently has 103 civilian SARCs (95 filled), 4 active duty SARCs, 108 civilian SAPR VAs (78 filled), and 5,636 Unit SAPR VAs (uniformed, collateral duty).

Throughout FY19, CNIC HQ SAPR executed a series of SAPR Leadership Symposiums across the enterprise. A coordinated mobile training team was established to conduct a mandatory, one-day leadership symposium beginning in late Spring 2019. The goal of the symposium was to ensure installation leadership is aligned with policy and that procedures are standardized across the enterprise to enable and support Fleet readiness and resiliency. The mobile training team consisted of representatives from CNIC HQ and N17. The training focused on enhancing practical skills to manage SAPR program operations along with legal and policy requirements and updates. Training participants included installation commanding officers, SARCs, civilian SAPR VAs, and other region and installation leadership personnel who oversee the SAPR program. A large portion of the training was dedicated to clarifying roles and responsibilities of SARCs and SAPR VAs. By providing regionally based symposiums, unique geographic challenges and opportunities were highlighted and resolved.

To further ensure delivery of consistent and effective advocacy, CNIC HQ released an updated SAPR Commanding Officer Toolkit. The SARC delivers the Toolkit brief within 30 days of a new CO assuming command. The SAPR CO Toolkit ensures standardized training for all COs on SAPR response, designation of command SAPR personnel and prevention actions.

Also in FY19, CNIC HQ developed a civilian workforce brochure to increase awareness and clarify available services to the Navy's diverse workforce. Services are primarily available to Service Members and eligible dependents over the age of 18. Additionally, DoD civilians and contractors who work outside the continental United States (OCONUS) or in contingency areas of operation are eligible to receive limited SAPR services. Lastly, foreign national civilian employees in situations involving immediate crisis can also receive limited SAPR services from a SARC and SAPR VA.

The Bureau of Medicine and Surgery (BUMED) continued annual SAPR General Military Training (GMT), local Medical Treatment Facilities (MTF) SAPR drills, and local MTF Sexual Assault Forensic Examiner (SAFE) drills to provide training to medical support personnel. Enhanced Navy Medicine tele-training, provides Sexual Assault Medical Forensic Examiner (SAMFE) refresher/skill sustainment training and allows SAMFE training officers to virtually run SAFE drills. This format allows for real-time training and process improvement of the drills and care being provided. Navy Medicine created a new video on medical management of sexual assault to ensure a standardized delivery of training material to the VAs around the globe, allowing for expectation management in the role of a VA during the medical-forensic exam, as well as enhancing their knowledge of the exam and expectations for their clients.

2.2 Metrics for Assessing Victim Assistance and Advocacy: What metrics or assessment processes are being used for all Service members and/or their adult

dependents? Are these metrics identifying any trends and/or indicators on the effectiveness of your SARCs and SAPR VAs in providing a “quality response” to Service members (and others eligible for SAPR services)? (DoD Sexual Assault Prevention and Response Strategic Plan “Task List,” (December 1, 2016), Goal 2 – Victim Assistance and Advocacy, Objective 2.1, Task #7, p. 3)

CNIC HQ SAPR continues to test the effectiveness of an installation’s response system by conducting SAPR drills twice annually. The drills have consistently identified quality response from SAPR VAs, SARCs, and other first responders during the initial reporting process. Other trends identified the need to provide additional skills-based training for SAPR VAs to further enhance VA competency skills, to reinforce command duty officer procedures, and to clarify command administrative reporting requirements.

Also ongoing is the Fleet and Family Support Program Certification process. A combined onsite and offsite team conducts a comprehensive review of the implementation of the SAPR program and compliance with program policies. In FY19, 16 installation site certification visits were conducted. Trends indicated timely response, coordinated case management, and consistent program awareness and marketing of reporting options and available resources.

CNIC HQ SAPR continues to develop metrics to measure the effectiveness of victim assistance and advocacy efforts. An existing database, the Fleet and Family Services Management Information System (FFSMIS), is a tool used to measure service usage. Towards the end of FY19, CNIC HQ SAPR began a revision of FFSMIS categories to better capture accurate metrics for service provision by SARCs and SAPR VAs.

Other continued program assessments discussed in prior reports include:

- Annual installation Case Management Group (CMG) assessments
- Annual CNIC IG SAPR Program assessments
- Quarterly SAPR Collaboration Working Group meetings
- SAPR Program Advisory Group

Each of these assessments provides feedback and insight into areas of training needs, successes, best practices, and unique situations related to the Navy’s deployable operations.

The current means to assess the effectiveness of a SARC or SAPR VA in providing quality services is accomplished through Fleet and Family Support Center customer-feedback surveys. Feedback is captured and addressed by the supervisor as necessary. Additionally, CNIC HQ SAPR released an updated version of the SARC and SAPR VA self-assessment tool. This tool allows for self-evaluation as well as evaluation of a SAPR VA by the supervising SARC. Currently, these tools exist as informal means of assessing effectiveness.

A new effort during FY19 included the Navy pilot of the DoD SAPRO’s competency assessment tool. The tool structures assessments of critical behaviors associated with

role-play scenarios provided during the initial 40-hour training required for Defense Sexual Assault Advocate Certification Program (D-SAACP) certification of SARCs and SAPR VAs. Specifically, the tool assesses four core critical behavior elements related to crisis intervention, victim recovery, interactions with command, and reintegration.

Regional SARCs and Navy Medicine Region SAFE Medical Program Managers routinely discuss advocacy-related issues surrounding a victim's medical treatment. Collaboration between Navy Medicine Region commands and SARCs enhance education to the VAs. BUMED and CNIC have a similarly strong working relationship in order to best support the advocates in the field who interact with SAMFEs at the MTFs.

2.3 SARCs and SAPR VA Suspension, Revocation, and Reinstatement: How many SARCs and SAPR VAs in your Military Service received a suspension? A revocation? A reinstatement? (Identify how many SARCs and SAPR VAs for each category) (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 2 – Victim Assistance & Advocacy, Objective 2.1, p. 8 / DoDI 6495.03, “Defense Sexual Assault Advocate Certification Program (D-SAACP),” (September 10, 2015), Encl 3, para 3)

In FY19, the Navy suspended or revoked D-SAACP Certifications of 13 military and civilian personnel as a result of D-SAACP Code of Professional Ethics for SARCs and SAPR VAs violations. There were 5 suspensions consisting of 1 civilian SARC and 4 SAPR VAs (2 civilian, 2 active duty) and 8 revocations consisting of 1 civilian SARC and 7 SAPR VAs (1 civilian, 6 active duty). There were no reinstatements for FY19.

To address increased suspension and revocation trends, CNIC HQ SAPR reinforced D-SAACP Code of Ethics requirements as part of the SAPR Leadership Symposiums, as mentioned previously in section 2.1, to include clarifying the process for managing suspensions and revocations.

2.4 Medical Support: How many Service members who reported a sexual assault had their medical care hindered due to a lack of Sexual Assault Forensic Examination (SAFE) kits, timely access to appropriate laboratory testing resources, or other resources? (Note: This answer should be consistent with the number reported in blocks A and C of the Victim Services matrices). (NDAA for FY 2006, section 596)

BUMED did not have any reports of medical care being hindered due to lack of exam kits or other resources. All MTFs with SAFE capabilities are stocked with a sufficient number of kits to perform victim and/or alleged offender exams. A total of 749 SAFE kits exist in the Navy Medicine Area of Responsibility (AOR) inventory. The number of SAFE kits available in the Navy Medicine and Operational AORs are reported and tracked monthly. Those facilities with Memorandum of Agreement (MOA) that provide SAFE services for Navy Installations have the option of using the DoD SAFE kit provided by the MTF, or they can also use their respective state's SAFE kit.

No issues have been reported regarding laboratory testing; all SAFE kits are processed by the United States Army Criminal Investigative Laboratory (USACIL)/Defense Forensic

Science Center, and all forensic toxicology kits are sent to Armed Forces Medical Examiner System. Protocol for handling SAFE kits and toxicology kits are included in MTF protocols and in the MOA, if an MOA exists with a partnered facility.

2.5 Military Protective Orders: How many Military Protective Orders were issued as a result of an Unrestricted Report (include the number issued and number violated)? What new steps (if any) were taken in the last year to improve protections? (DoDI 6495.02, "Sexual Assault Prevention and Response (SAPR) Program Procedures," (May 24, 2017), Encl 5, para 7)

Military Protective Orders (MPO) are commonly used to ensure no contact between victims and their alleged offenders. The status of requests for MPOs as well as their expiration is included on the Case Management Group checklist and is reviewed during each meeting. Violations of MPOs and actions taken by the command and law enforcement, if necessary, are discussed to ensure the safety of the victim. Each MPO is tracked via DSAID.

In FY19, the Navy issued a total of 274 MPOs in response to allegations of sexual assault, with no violations reported.

2.6 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Victim Assistance and Advocacy goal.

CNIC HQ SAPR continuously works to develop resources to help improve victim service delivery and consistent, effective victim support, response, and reporting options. In FY20, CNIC HQ SAPR intends to focus training efforts on increasing and enhancing core competency skill-building opportunities for SARCs and SAPR VAs to achieve victim assistance and advocacy goals. Future plans include:

- Finalizing the new Navy SAPR Ethics on-demand course
- Updating the initial SARC and SAPR VA trainings
- Updating the SAPR Program Resource Guide
- Developing interactive refresher trainings that focus on building and reinforcing SARC and SAPR VA competency skills
- Increasing SARC and SAPR VA collaboration and coordination with Command Resiliency Team efforts
- Updating CNIC HQ SAPR program execution protocol and procedures
- Continuing implementation and reinforcement of the Catch a Serial Offender Program (CATCH).
- Developing enhanced training for region and installation leadership personnel who oversee the SAPR program.

BUMED intends to monitor the progress of SAMFE and medical support processes that are in place in FY19 and will respond with ad hoc training and support should any issues arise in these areas.

BUMED SAPR personnel are also engaged in supporting the Department of Health Affairs creation of a medical management of sexual assault office. Until that office is established,

the Navy will continue to have the BUMED SAPR Officer provide oversight of SAPR medical protocols and liaise with other Navy SAPR stakeholders and support personnel.

3. Goal 3—Investigation: “sustain a high level of competence in the investigation of adult sexual assault using investigative resources to yield timely results.”

3.1 Strategic Summary: Summarize your efforts for achieving the Investigation goal. In this strategic summary, include significant updates and/or force-wide changes and/or initiatives begun or completed by your Military Service in FY19. As applicable, include enhancements made to your Military Services’ Special Victim Investigation and Prosecution Capability for Military Criminal Investigative Organizations. Additionally, as applicable, comment on new training enhancements for military criminal investigators, law enforcement personnel, or first responders on sexual assault investigations and preservation of evidence. Also, consider including any new or updated efforts to collaborate and/or share military protective orders and/or conviction information with civilian law enforcement. There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 3 – Investigation, p. 9)

The Naval Criminal Investigative Service (NCIS) recognized in FY19 that advanced sexual assault training is required for all NCIS special agents, and as a result, included the Advanced Adult Sexual Assault Investigator Training Program (AASAITP) curriculum into the Special Agent Basic Training Program (SABTP) for all new agents. AASAITP was developed for NCIS special agents to be compliant with the DoD Instructions 5505.18, “Investigation of Adult Sexual Assault in the Department of Defense,” and 5505.19, “Establishment of Special Victim Investigation and Prosecution (SVIP) Capability within the Military Criminal Investigative Organizations.”

NCIS does not routinely conduct direct/face-to-face engagement with civilian law enforcement for MPOs and/or conviction information. However, MPO information from the Navy is managed and submitted by NCIS to the Federal Bureau of Investigation’s (FBI) National Crime Information Center (NCIC) database. Once NCIC entries are submitted, the information is immediately available to all civilian law enforcement nationwide.

3.2 Evidence Processing Challenges: Has your Military Service had any challenges with evidence being processed at the Defense Forensic Science Center (e.g., turnaround time for processing of Sexual Assault Forensic Examination (SAFE) kits and other evidence). How did you address these challenges? (Joint Chiefs of Staff Strategic Direction to the Joint Force on SAPR (May 7, 2012), p. 11)

NCIS has experienced a delay in USACIL receiving submitted SAFE kits. The normal shipment timeline has taken upwards of 30 days for the SAFE kit to travel to USACIL. NCIS has been proactively seeking alternative methods to accelerate the shipment of SAFE kits from 30 days to a maximum of 15 days. NCIS is working on plans to obtain the authority to increase the evidence shipment budget to permit SAFE kits being shipped “expedited service” versus “regular ground” shipment. An additional challenge facing evidence processing is the USACIL pre-submission process for laboratory examinations.

USACIL initiated a policy change that requires up-front submission of DNA reference standards, for a DNA case, before USACIL will begin their analysis. While USACIL will not immediately return evidence impacted by this change in policy, they may delay the analysis of evidence until appropriate DNA standards are submitted. Many cases have been significantly delayed or required multiple submissions due to DNA standards not being included with the initial submission. If the pre-submission process is used appropriately, there may be a 7-10 day reduction in lab processing time. All field offices have been directed to work diligently with their Forensic Consultant in order to experience the best possible outcome with USACIL.

3.3 (NGB only) GAO Report: Coordination with Office of Complex Investigations (OCI): Describe NGB’s efforts to comply with the cited GAO report, specifically the recommendation to include a requirement in its guidance to collect and maintain supporting documentation as part of its case files that verifies whether and how (1) the National Guard nexus exists for verifying how state National Guard officials determined that sexual assault case acceptance criteria have been met, and (2) the allegation has been referred to the appropriate military criminal investigative organization or civilian law enforcement organization prior to opening an OCI investigation into a sexual assault allegation. (Government Accountability Office Report, GAO-19-109 (December 2018), Office of Complex Investigations Should Update Policies to Require Additional Documentation for Sexual Assault Cases)

Not Applicable.

3.4 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Investigation goal.

NCIS intends to monitor the progress of processes that were put into place in or prior to FY19. The primary focus will be ensuring proper implementation of alternative methods to accelerate the shipment of SAFE kits as discussed in section 3.2 above and on maintaining the CATCH database and executing notification of Service SAPR points of contact for potential matches.

4. Goal 4—Accountability: “maintain a high competence in holding alleged offenders appropriately accountable.”

4.1 Strategic Summary: Summarize your efforts to achieve the Accountability goal. In this strategic summary, include significant updates and/or force-wide changes begun or completed by your Military Service in FY19. As applicable, include enhancements made to the SAPR training provided to those who are affiliated with the Special Victim Investigation and Prosecution Capability program (paralegals, trial counsel, and victim-witness assistance personnel) for responding to allegations of sexual assault. There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 4 – Accountability, p. 9)

The Office of the Judge Advocate General (OJAG) Criminal Law Division (Code 20) continued its annual Sexual Assault Policy for the Staff Judge Advocate (SJA) course, which provides military justice and SAPR policy updates and training to judge advocates

who advise convening authorities. This training was updated to include frequently asked questions on the Military Justice Act of 2016 (MJA 2016). At the Advanced Staff Judge Advocate Course, OJAG Code 20 also provided training on sexual assault and military justice updates to judge advocates who advise General Court-Martial Convening Authorities.

OJAG Code 20 partnered with the Naval Justice School (NJS) to conduct a 3-day Special Victims Capabilities Course, which brought together SARCs, SAPR VAs, SJAs, and Legalmen to facilitate training and discussion on sexual assault victim services and support, as well as the latest SAPR issues. Additionally, NJS continued to integrate the latest developments in SAPR and Victim/Witness Assistance Program (VWAP) policies into training curricula at all levels, to include Legalman Accessions, the JAG Corps Basic Lawyer Course, and the Senior Leader's Legal Course.

OJAG Code 20 also took the lead on preparing the Navy's response for the FY19 Report to Congress on Allegations of Collateral Misconduct Against Individuals Identified as the Victim of Sexual Assault in the Case Files of a Military Criminal Investigative Organization. The data collected will be used to assess the perceived barriers to reporting experienced by some victims of sexual assault.

The Trial Counsel Assistance Program (TCAP), in coordination with NCIS, continued to provide training for two special victim courses offered monthly at the Federal Law Enforcement Training Center (FLETC) in Georgia. The two courses, Advanced Adult Sexual Assault Investigation Training Program and Advanced Family and Sexual Violence Training Program, are attended by both NCIS special agents and Navy and Marine Corps trial counsel. During these courses, TCAP specifically addressed changes regarding victim rights and the military justice system, to include changes from MJA 2016.

TCAP also partnered with NJS to provide a week-long SVIP course for trial counsel and paralegals. TCAP made site visits to every trial counsel shop in the Navy to provide advanced training on SVIP cases and changes related to MJA 2016. Furthermore, TCAP created training webinars focused on enhancing SVIP capabilities and prosecutions. These webinars enabled Navy prosecutors and paralegals to attend education programs online presented by the Navy's own and nationally recognized experts at little to no cost. Additionally, the civilian Deputy Director of TCAP and civilian Litigation Attorney Adviser provided on-scene expert assistance in several sexual assault, human trafficking, child sexual assault, and child exploitation cases. Finally, TCAP developed a stand-alone child abuse course to address specific issues related to the investigation and prosecution of child abuse, neglect, and exploitation.

The VLC training program remains robust. Required trainings include initial certification training and child victim representation training, as well as monthly instruction presented by experts and the VLC Program's week-long annual training symposium. Additional trainings include those provided by DoD entities such as NJS as well as non-DoD organizations such as the National Crime Victim Law Institute.

During FY19, the Navy VLC Program improved legal support to victims of sexual offenses by continuing its previously reported effort to enhance communication through the use of technology. All VLC laptops were upgraded or replaced to increase connectivity while traveling with the enhancement of WiFi-capabilities. All VLC report improved ability to serve their clients' interests due to the newly acquired technological capabilities.

Additionally in FY19, the Navy VLC Program re-contracted with a local Bahraini law firm to represent victims of sexual offenses in Bahraini courts. This is the fourth year of this program, which now allows all eligible victims of sexual offenses perpetrated by foreign nationals in Bahrain the ability to fully exercise their rights in court.

4.2 Metrics for Assessing Effectiveness: Provide the metrics your Military Service employs to assess the effectiveness of your Special Victims' Counsel (SVC) / Victims' Legal Counsel (VLC) program. Discuss this years metrics' outcomes and efforts to enhance SVC / VLC program effectiveness. Please update your Military Service's efforts to fund the SVC / VLC program in the POM process. (NDAA for FY 2016, section 532 / NDAA for FY 2013, section 573 / SecDef Memo (August 14, 2013), *Improving Victim Legal Support*, p. 1)

The Navy VLC Program measures success at the Navy level, at the program level, and at the victim level. At the Navy level, the Navy VLC Program is inspected on a routine basis by the Judge Advocate General/Naval Legal Service Command Inspector General (JAG/NLSC IG) through the Uniform Code of Military Justice (UCMJ) Article 6 inspection process, to include review of a VLC Self-Assessment Guide completed by each VLC office at the time of inspection, personal interviews with each VLC and support staff members, interviews with VLC Program leadership, and interviews of local SAPR stakeholders such as SARCs, VAs, and Region Legal Service Office (RLSO) personnel.

At the program level, the Navy VLC Program leadership collects a weekly report from each VLC accounting for new clients, appearances at proceedings, travel, results of specific cases, motions, and other relevant data. These reports are consolidated and provided to Commander, Naval Legal Service Command (CNLSC) on a monthly basis, with a more general weekly update provided during the intervening weeks.

Through this weekly review of reports from each VLC, leadership monitors trends in legal issues, policy conflicts, and practice trends, as well as the professional health and welfare of each VLC. In addition, CNLSC meets with the Navy VLC Program Chief of Staff (COS) by phone on a weekly basis, and meets with individual VLC during site visits.

At the victim level, the Navy VLC Program conducts an online, anonymous, and voluntary survey that all VLC clients are invited to complete at the close of their cases. Victim responses to the survey are incredibly positive. For example, 100% of clients responding to the survey indicated they believe their VLC represented their personal interests and maintained their privacy. In addition, 100% of survey respondents indicated they would recommend VLC to other victims of sexual offenses. Remarkably, the survey comments reflect a satisfaction with VLC representation even when a victim's case did not end as he or she anticipated or desired.

The Navy VLC Program COS is in regular contact with the Navy OJAG Comptroller, to include routine conversations regarding active participation in the POM process. Expenses related to program enhancements such as technology upgrades, contracting for the local counsel in Bahrain, and billet additions or changes are all included in POM planning with the Comptroller who then represents Navy VLC Program requirements during the POM process each year.

4.3 Victim's Preference for Prosecution: Describe your Military Service's process to ensure documentation and tracking of the victim's preference for prosecution by a court-martial or a civilian court with jurisdiction over the alleged offense. (DoD IG Report 2019-064 (March 20, 2019), *Audit of DoD Efforts to Consult with Victims of Sexual Assault Committed by Military Personnel in the United States Regarding the Victim's Preference for Prosecution*)

In accordance with Section 534(b)(1) of the National Defense Authorization Act (NDAA) for FY15, and the supplemental direction provided by the Secretary of Defense on 28 May 2019, Section 0128 of JAGINST 5800.7F (Manual of the Judge Advocate General of the Navy, or "JAGMAN") was modified to direct prosecutors in all cases involving a sex-related offense to obtain the victim's preference on jurisdiction in a Victim Preference Letter (VPL). The VPL is contained in Appendix A-1-q of the JAGMAN. At a minimum, the VPL will document the following: that the alleged victim was asked about a preference for jurisdiction, the victim's preference for jurisdiction (if provided), and the date when such preference was provided. A copy of this form is maintained in the original case file with the RLSO, as well as uploaded into the electronic case management system.

If the victim is unavailable after reasonable attempts to contact the victim, or otherwise declines to provide input, the trial counsel will sign the VPL and document the steps taken to contact the victim and ascertain the victim's preference. Periods of leave or deployments by the victim are normally not grounds for determining a victim is unavailable. All requests to consult with the victim and ascertain a victim's preference will be routed through the VLC, if the victim is represented by counsel.

If the alleged sex-related offense was committed in an area of concurrent jurisdiction and the victim indicates a preference for civilian prosecution, the trial counsel or trial paralegal will determine whether the victim prefers prosecution by the state or federal government or has no preference.

The trial counsel must provide a copy of the completed VPL to the cognizant commander prior to preferral of charges and to the convening authority, via the SJA, prior to the referral of charges.

Although the victim's preference for jurisdiction is not binding, at every stage of the process the cognizant commander shall consider any victim input, if provided, before making any disposition decision.

If the victim expresses a preference for prosecution in a civilian court, the trial counsel will ensure that the civilian authority with jurisdiction over the offense is notified of the victim's preference. In areas of exclusive federal jurisdiction, the trial counsel must notify the United States Attorney's Office. In areas of concurrent jurisdiction, the trial counsel must notify the prosecutorial agency or agencies in that jurisdiction of the victim's preference. The agency notified and the date of notification must be documented in the VPL contained in Appendix A-1-q.

The cognizant commander will ensure the victim is notified of the decision by the civilian authority to prosecute or not prosecute the offense in civilian court. The trial counsel will assist the cognizant commander in notifying the victim. The date the victim was notified must be documented in the VPL.

The requirement to obtain victim's preference for jurisdiction predates the VPL form. Prior to creating the VPL, trial counsel verbally informed victims of their right to express their jurisdictional preference. When victims provided their input, this was documented in the electronic Case Management System (CMS).

In cases where victims elect VLC services, it is routine for VLC to provide additional information regarding this right and to engage with government representatives (such as Trial Counsel and Staff Judge Advocates) regarding the communication of this preference, as necessary, to appropriate authorities such as civilian jurisdictions.

4.4 Catch a Serial Offender (CATCH) Program: Describe your efforts to implement the CATCH Program, to include the plan of action and milestones for force education and response personnel training. (SecDef Memo (May 1, 2019), *Actions to Address and Prevent Sexual Assault in the Military*, p. 2)

The CATCH Program is a new, confidential way for Service members and their adult dependents to provide information about their Restricted Report of sexual assault and/or the offender to DoD criminal investigators for the purpose of identifying individuals suspected of perpetrating multiple sexual assaults. Criminal investigators compare CATCH entries against other CATCH entries, unrestricted reports, and other law enforcement databases that collect crime data, to identify repeat offender matches.

If a match is identified, the victim will be notified and provided the opportunity to participate in the military justice process. The victim decides their level of involvement in the CATCH program and can decline to participate at any time. Victim information remains confidential and is not released to investigators and no investigation will occur unless the victim decides to convert their restricted report into an unrestricted report. A CATCH entry will remain in the system for up to 10 years and can be updated by the victim at any time.

The CATCH program was officially released across DoD in August 2019. The Navy executed the following POAM to support the rollout of the CATCH program and to maximize dissemination of awareness and training to appropriate stakeholders.

Navy CATCH Rollout Plan of Action and Milestones

No.	Action	Milestones	Suspense Date (if applicable)	Stakeholders OPR in Bold	Predicted Risks/Barriers	Current Status
1.0	Establish Sexual Assault Response Coordinator (SARC) login credentials	- Identify all SARCs that need access and grant access.	1 July 2019	Commander Navy Installations Command (CNIC)	None	COMPLETE
1.1	SARC Training	- Use Department of Defense Sexual Assault Prevention and Response Office (DoD SAPRO) provided "CATCH 101" slide deck as a training aid for SARCs.	30 July 2019	CNIC	None	COMPLETE
1.2	Identify Inactive SARC Accounts	- Identify inactive SARC CATCH accounts and reset prior to launch.	30 July 2019	Naval Criminal Investigative Service (NCIS), CNIC	None	COMPLETE
1.3	CATCH initial Media Release/ Official Rollout	-CATCH Goes Live -Story shared on navy.mil and Chief of Navy Personnel (CNP) social media accounts	5 Aug 2019	DoD SAPRO, NCIS, N1/CNP, N17, N1 Public Affairs Office (PAO)	None	COMPLETE
1.4	Updated 2910 and CATCH Forms released	-DoD SAPRO provides updated Victim Preference Form (DD Form 2910) and CATCH information sheet for issuance to victims.	5 Aug 2019	DoD SAPRO	None	COMPLETE
1.5	ALL FLAG Email sent	-CNP distributes ALL FLAG message via Email to senior Navy leadership. Provides background and importance of CATCH program.	5 Aug 2019	N1/CNP	None	COMPLETE

1.6	Navy Media Release	-9 AUG: Navy.mil story included in the fleet-wide "USN People Weekly Wire" news wrap-up. - CATCH information sheet included in the monthly "Sailor to Sailor" Fleet-wide newsletter.	9 Aug 2019 13 Aug 2019	N1 PAO	None	COMPLETE
1.7	Navy Infographic release	Release of CATCH information graphic is distributed to CNIC and SAPR Officers Navy-wide.	13 Aug 2019	N17, CNIC	None	COMPLETE
1.8	UVA Training	-Dissemination to UVAs of training materials regarding CATCH, as needed.	Ongoing (training commenced on 1 Aug 2019 and will continue as refresher training into the future)	CNIC Regional SARCs, SARCs)	None	ONGOING
1.9	JKO Video Release	-DoD SAPRO releases CATCH Training video on Joint Knowledge Online (JKO). -N17 and CNIC notify stakeholders and SAPR response personnel of availability of training video.	4 Oct 2019 18 Oct 2019	DOD SAPRO, N17, CNIC	None	COMPLETE
2.0	Program Review	-SAPR stakeholders review program performance and update training and awareness efforts as required.	Quarterly review for first year: 5 Nov 2019 5 Feb 2020 5 May 2020 5 Sept 2020	N17, CNIC, VLC, NCIS, OJAG	None	ONGOING

In addition, VLC Program leadership has been involved in substantive discussions regarding implementation of the CATCH Program. Navy VLC have been provided training and materials on the CATCH Program so that they may advise victims interested in participating. Furthermore, VLC are in a position to identify issues with the CATCH Program from the victim's perspective and share concerns and issues with CATCH Program leadership, as needed.

4.5 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Accountability goal.

The Navy Judge Advocate General (TJAG) is an active lead on the DoD Sexual Assault Accountability and Investigation Task Force (SAAITF) to identify, evaluate, and recommend immediate and significant actions to improve the accountability process, specific to the investigation and disposition of cases in which members of the Armed Forces are either victims or alleged offenders of sexual assault, while ensuring our units, our communities, the rights of the victim and the accused, and the integrity of the legal process are protected.

On 30 April 2019, the SAAITF provided its initial report with several recommendations designed to improve investigations and accountability for all sexual assault cases. On 30 September 2019, the SAAITF provided its first status report to the Secretary of Defense that included the proposed implementation plans for each recommendation. The Navy JAG Corps is committed to working with other stakeholders throughout the Navy and DoD to fully implement all of the SAAITF recommendations in accordance with the approved implementation plans.

In addition, the Navy is focused on improving training for all participants in the military justice process. First, the Navy JAG Corps is committed to providing in-depth military justice training to all commanders to ensure compliance with best practices concerning military justice, victim assistance, promotion of healthy command climates, and ensuring the accused is afforded due process rights. Second, the Navy JAG Corps is committed to enhancing the training programs for all military justice practitioners, including victims' legal counsel, defense counsel, and trial counsel. It is imperative that victims' legal counsel and trial counsel have appropriate training on complex issues in special victim cases as well as trauma-informed communications techniques to ensure the victim is treated fairly, and with empathy. Consistent with the purpose of military law to promote justice, training opportunities for defense counsel must be commensurate.

The Navy JAG Corps will enhance coordination between law enforcement, trial counsel, and victim assistance personnel. Integration and synchronization of services and personnel is necessary to increase support for the victim throughout the process; improve the timeliness, efficacy, and quality of investigation; and facilitate offender accountability when appropriate.

The JAG Corps intends to continue to educate stakeholders on policies and procedures in place to ensure victims are informed of all key events throughout the military justice process and are able to voice their opinions and preferences where appropriate.

The Navy VLC Program will continue to monitor VLC workloads on a weekly basis, will be open to shifting assets where need is demonstrated and not already adequately met, and will provide VLC in the field with every available resource necessary for successful representation of and advice to victims of sexual offenses. As a result of this ongoing review effort and in order to provide greater VLC face-to-face services in Sasebo, Japan, a VLC has been added to Sasebo, Japan and will arrive in summer 2020.

Lastly, further technological upgrades are also planned for FY20, to include hardware enhancements, such as provision of new printers and scanners as well as software updates.

5. Goal 5—Assessment: “effectively measure, analyze, assess, and report SAPR Program progress to improve effectiveness.”

5.1 Strategic Summary: Summarize your efforts for achieving the Assessment goal. In this strategic summary, include significant updates and/or force-wide changes begun or completed by your Military Service in FY19. As applicable, include any new training your Military Service has implemented for SARCs and SAPR VAs during the past year and how you measure the training’s effectiveness. There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 5 – Assessment, p. 10)

The Navy recognizes that assessment and feedback mechanisms are critical to measurement and evaluation of SAPR programs and policies and for determining if these efforts are achieving the desired outcome of command cultures and climates where sexual assault and associated behaviors are not tolerated. The Navy strives for meaningful and accurate systems of measurement and evaluation for all aspects of the SAPR program.

As addressed in Goal 1 – Prevention (section 1.2), United States Pacific Fleet (USPACFLT) stood up and led the COE Oversight Committee in an effort to reduce and/or eliminate ineffective P^4 related to resilience and destructive behavior prevention programs. This initiative, directed by the CNO’s COE Governance Board, is intended to reduce redundancy by “Simplifying and Aligning” resilience related P^4s, which includes integrating those determined to be effective into the COE Campaign Plan. As an additional benefit, time is returned to Sailors and commands for other warfighting training and certifications. A total of 196 P^4s were evaluated ranging from mandatory and optional training to collateral duties and database management. The 196 P^4s assessed were evaluated based on cost, return on investment, and the use of the Human Factors Intervention Matrix (HFIX) which assessed each based on feasibility, acceptability, cost/benefit, effectiveness, and sustainability. These criteria were measured against four impact areas/desired outcomes: (1) more resilient sailors; (2) more lethal force; (3) enhanced team performance; and (4) reduced unplanned losses. In September 2019, the COE Oversight Committee reported out to the COE Governance Board and recommended 28 P4s continue “As-Is”, 93 P^4s continue with modifications, and 75 P^4s be discontinued. These recommendations were approved for implementation. For the 18 SAPR related P^4s that were assessed, 4 were recommended to continue “As-Is”, 7 recommended to continue with modifications, and 7 recommended to discontinue. Implementation of these recommendations will be initiated in FY20.

CNIC HQ implemented the CATCH a Serial Offender training for SARCs and SAPR VAs. Additionally, two DSAID Joint Knowledge Online trainings were implemented: DSAID Basic Online Training and DSAID Online Training for SARCs. CNIC HQ SAPR also

reviews student and facilitator feedback from training evaluations across multiple installations to ensure the effectiveness of the training and to identify trends and best practices on how to better improve the training effectiveness in the future.

In FY19, the Navy implemented procedures to address identified challenges with the DD Form 2910 hard-copy 50-year retention requirements. A key procedure was CNIC HQ SAPR instituting quarterly data calls to the regions to ensure that hard-copy DD Forms 2910 were being properly stored and maintained in accordance with DoD policy. These data calls indicated a 100% retention rate and have assisted in identifying areas still requiring process improvement and streamlining record management practices.

In addition, CNIC developed and implemented a SAPR IG checklist to delineate key components of the SAPR program, including hard copy DD-Form 2910 record management and retention. Installations are required to complete this checklist annually to ensure full compliance with program requirements. This annual mandate ensures SAPR program standards are met to ensure SAPR services are being delivered as intended by policy.

Navy SAPR stakeholders continue to collaborate on efforts to ensure the quality, reliability, and validity of data collected in DSAID. This information allows for accurate trend analysis, helping tailor effective and efficient initiatives. CNIC HQ SAPR provides ongoing training of SARCs to effectively use DSAID and it regularly conducts quality assurance of DSAID. Positive feedback from live and pre-recorded webinar sessions used to enhance user training of DSAID, clarify policy guidelines, and avoid common data entry errors has resulted in greater data integrity and was identified as a best practice.

Attorneys at OJAG Code 20 coordinated with NCIS and CNIC HQ SAPR throughout the year to resolve DSAID issues to ensure accurate results for quarterly and year-end data analysis. If additional information is required, attorneys at Code 20 reach out to the command, NCIS, CNIC, or the cognizant RLSO or Staff Judge Advocate to obtain further case information.

Navy Medicine continues to assess SAPR program effectiveness through Medical Inspector General assistance visits and inspections to help commands determine areas of improvement, identify best practices, and provide feedback and resource sharing for program growth. Healthcare provider training is assessed primarily through patient tracers that are performed at MTFs in order to evaluate staff response to victims of sexual assault. Feedback allows the program manager or SAPR POC to examine deficits in the reporting process, excessive time intervals from check-in to treatment, and actions taken by staff members to ensure appropriate patient care/direction. Drills are conducted at various locations at an MTF to ensure staff are in compliance with policies and standard care protocols. In addition, BUMED uses regional SAMFE training officers to implement standardized refresher training. Due to the subjective nature of the training, feedback is obtained via written training assessment/feedback forms. BUMED continues to explore methods of how to better determine effectiveness of training efforts.

N17 coordinated with NAVINSGEN to ensure SAPR inspection checklists for both command inspections and area assessments are accurate and continue to be updated as policy changes are implemented. Additionally, N17 provided SAPR SMEs to accompany the NAVINSGEN team on inspections and observe focus groups to gain understanding of the command climate and assure the command or installation is meeting SAPR policy requirements per DoD and OPNAV instructions. Information obtained from these inspections helps to refine program effectiveness and implement new policy changes when necessary.

5.2 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Assessment goal.

Navy leadership intends to continue collaborative force-wide initiatives such as Cultural Workshops, Resilient Workshop Summits, and the CNO-chaired COE Governance Board to further develop, improve, and assess program effectiveness. Navy will continue to leverage data and insights from these efforts to identify and eliminate program gaps, focus on vulnerable populations, and scale initiatives to the Fleet. Beyond efforts previously mentioned in Goals 1 through 4, the following are additional ongoing efforts.

N17's Behavioral Development and Performance branch will continue to leverage its behavioral research SMEs and its evaluation SMEs to make evidence-informed decisions rooted in prevention science and research.

CNIC HQ SAPR continues to administer the annual Post-Sexual Assault Awareness and Prevention Month (SAAPM) Data Collection Survey, which solicits feedback from SARCs on challenges, best practices, and installation efforts. Findings from the survey inform program improvement, such as prevention programming education for SARCs, engaging Sailors and leadership in SAPR, and how to effectively leverage existing resources to maximize the impact of SAAPM efforts.

Navy CATCH stakeholders, including CNIC HQ SAPR, NCIS, VLCP, and N17, are continuously reviewing program performance and will update training and awareness efforts as required to maximize participation.

As mentioned in Goal 1 – Prevention (section 1.3), N17 is developing a Commander's Risk Mitigation Dashboard, a Common Operating Picture that informs leadership of potential counterproductive workplace behavior risks and trends identified from headquarters to the unit level.

These ongoing assessments support the Navy's ability to continually improve overall command culture, and to set conditions to prevent, respond to, or intervene in destructive behaviors.

6. Core Functions: Communication and Policy: Provide a brief summary for new efforts taken in FY2019 on the following:

6.1 General/Flag Officer Discussion on Career Impacts Due to Retaliation: How is your Military Service ensuring that sexual assault victims, uniformed witnesses,

bystanders, and first responders involved in a sexual assault report are provided information on their right to discuss the career impacts with a General/Flag Officer if they believe those impacts were due to their report of retaliation or the assistance they provided to the retaliation reporter. (DoD Retaliation Prevention and Response Implementation Plan (January 2017), p. 13-14)

The Navy is updating OPNAVINST 1752.1C in FY20 to include information ensuring that sexual assault victims, uniformed witnesses, bystanders, and first responders involved in a sexual assault report are provided information on their right to discuss the career impacts with a General/Flag Officer if they believe those impacts were due to their report of retaliation or the assistance they provided to the retaliation reporter.

Navy VLC are specifically trained on retaliation and authorized to directly assist sexual assault victims in redressing incidents of retaliation, to include exercising the right to discuss career impacts with a General/Flag Officer. In addition, VLC are aware of their right to take up an issue with a Flag Officer if they believe their career has been negatively impacted by assisting a victim of sexual assault.

6.2 Retaliation Educational Materials: What educational materials have been developed for retaliation reporters to familiarize them with retaliation processes and procedures? (DoD Retaliation Prevention and Response Implementation Plan (January 2017), Task Number 3.4, p. 19)

The Navy is creating handouts to address retaliation information and procedures as they pertain to sexual assault. These educational materials will be available in FY20. In addition, retaliation information is presented to SARCs, SAPR VAs, and UVAs in initial training curriculum, to Command Triads at CO SAPR inbriefs and in the CO Toolkit, and to Navy personnel in annual SAPR GMT.

7. National Defense Authorization Act (NDAA) Requirements:

Provide your Military Service's status on the NDAA sections listed below. There are unique requirements embedded within each NDAA section's language, so referring to the entire section is necessary.

After reviewing the designated NDAA section:

- If the requirement(s) has/have been implemented, provide the completion date and a short narrative (150 words or less) describing the action taken. For example: "Completed January 15, 2019. Requirement added to AR 600-20, Army Command Policy."

- If the requirement(s) has/have not been implemented, provide the projected completion date and a short narrative (150 words or less) on the status. For example: "Projected completion date is October 2019. Addition of the policy to AR 600-20, Army Command Policy, is currently pending legal review."

7.1 FY 2019 SEC. 545. Development of Resource Guides Regarding Sexual Assault for the Military Service Academies

Projected completion date is December 2019. The United States Naval Academy SAPR Resource Guide, developed in July 2017, is being updated. The updated resource guide

will be emailed to all members of the Brigade of Midshipman and posted on the Academy SAPR website upon completion. (The resource guide was completed 15 December 2019).

7.2 FY 2018, SEC. 520. Consideration of Additional Medical Evidence by Boards for the Correction of Military Records and Liberal Consideration of Evidence Relating to Post-Traumatic Stress Disorder or Traumatic Brain Injury

Completed 3 September 2014. The Board for Correction of Naval Records (BCNR) has considered medical evidence of the Department of Veterans Affairs (VA) or of civilian health care providers since long before the 2017 enactment of this requirement. In addition, the Board has applied liberal consideration to cases involving claims of Post-Traumatic Stress Disorder (PTSD) or related conditions, such as Traumatic Brain Injury (TBI), since 3 September 2014, when then-Secretary of Defense (SECDEF) Hagel issued a memo requiring such consideration. Under that policy, the BCNR has not limited liberal consideration in cases involving PTSD, TBI, or related conditions to combat- or sexual assault-related PTSD or TBI, but grants liberal consideration to all cases involving service-related PTSD, TBI, or other mental health condition.

7.3 FY 2018, SEC. 521. Public Availability of Information Related to Disposition of Claims Regarding Discharge or Release of Members of the Armed Forces When the Claims Involve Sexual Assault

Completed in or about March 2018. Since then, in accordance with this requirement, the BCNR has published on its publicly available website, on a quarterly basis, the number and disposition of claims decided during the preceding quarter in which sexual assault is alleged to have contributed to the characterization of service. (See <https://www.secnav.navy.mil/mra/bcncr/Pages/BCNR-Data.aspx>.)

7.4 FY 2018, SEC. 522. Confidential Review of Characterization of Terms of Discharge of Members Who Are Victims of Sex Related Offenses

Completed in or about February 2015. Under section 547 of the FY15 NDAA (codified at 10 U.S.C. § 1554b by section 522 of the FY18 NDAA), the BCNR, in February 2015, began to require examiners presenting applications requesting a discharge upgrade from applicants alleging they were victims of sexual assault to inform the Board to consider the psychological and physical aspects of the applicant's assault, and to determine what bearing it may have had on the circumstances surrounding the discharge. The Board has not limited sexual assaults to those "sex-related offenses" enumerated in section 1554b (rape, sexual assault, forcible sodomy, or attempts), but has extended the requirement to cases involving sexual harassment and other sexual misconduct. Also, pursuant to the same statute, the Board has, since February 2015, employed a confidential process for applicants alleging their discharge was adversely affected by their sexual victimization, limiting access to the case file to those staff and members—and mental health professionals—with a need to know. Finally, the Board does not publish its decisions in such cases.

7.5 FY 2018, SEC. 523. Training Requirements for Members of Boards for the Correction of Military Records and Personnel Who Investigate Claims of Retaliation

Completed in or about February 2019. Since 2017, in accordance with section 534(c)(1) of the FY 17 NDAA, the BCNR has provided, on an annual basis, comprehensive training in a uniform curriculum approved by the SECDEF to BCNR staff and new members. (Current members who have received training are retrained once every five years). Since 2018, pursuant to section 523 of the FY18 NDAA, this training has included the proper handling of claims in which a sex-related offense is alleged to have contributed to the applicant's characterization of service. (All staff and current and new members were retrained in February 2019 due to the new requirement.)

7.6 FY 2017, SEC. 533. Availability of Certain Correction of Military Records and Discharge Review Board Information Through the Internet

Completed in or about March 2018. Since then, in accordance with this requirement, the BCNR has published on its publicly available website, on a quarterly basis, (1) the number and disposition of claims decided during the preceding quarter in which a mental health condition of the applicant, including PTSD or TBI, is alleged to have contributed to the applicant's characterization of service, and (2) the number and disposition of claims decided during the preceding quarter that relate to an applicant's service during a war or contingency operation, catalogued by war or contingency operation. (See <https://www.secnav.navy.mil/mra/bcncr/Pages/BCNR-Data.aspx>.)

7.7 FY 2017 SEC. 542. Effective Prosecution and Defense in Courts-Martial and Pilot Programs on Professional Military Justice Development for Judge Advocates

Completed 3 May 2007. As described in the FY17 report, the Navy implemented the Military Justice Litigation Career Track (MJLCT), which continues to recruit, train, and assess experienced military justice litigators. There have been no significant changes to the MJLCT in the last year.

7.8 FY 2017, SEC. 547. Notification to Complainants of Resolution of Investigations into Retaliation

Completed 30 September 2017. NCIS will initiate separate investigations if allegations of criminal activity against a victim and/or a witness as a result of providing information regarding a sexual assault are identified. While NCIS will investigate all criminal activity committed in retaliation to a sexual assault victim and/or witness regardless of the severity of the criminal act, NCIS will refer allegations of reprisal, restriction, maltreatment, and ostracism to the appropriate DoD component with investigative authority. In NCIS investigations of retaliation, the NCIS case agent will provide an investigative update to the victim at a minimum of every 30 days during the pendency of the investigation. Once the active investigation is complete and the case is submitted for prosecutorial determination, the trial counsel assumes responsibility for providing updates to the victim.

7.9 FY 2015, SEC. 508. Required Consideration of Certain Elements of Command Climate in Performance Appraisals of Commanding Officers

Completed 1 May 2015. Navy Performance Evaluation System, BUPERSINST 1610.10D, specifies that all officers and senior enlisted personnel shall be assessed on their efforts and quality of results in fostering a command and workplace environment conducive to the growth and development of personnel. Efforts include establishing, training to, and enforcing standards of professionalism, as well as contributing to command or organizational climate/equal opportunity, and development of military bearing/character. Transparency, sensitivity and responsiveness to concerns are hallmarks of superior performance in this area.

7.10 FY 2014, SEC. 1721. Tracking of Compliance of Commanding Officers in Conducting Organizational Climate Assessments for Purposes of Preventing and Responding to Sexual Assaults

Completed 1 May 2015. Navy Performance Evaluation System, BUPERSINST 1610.10D, requires documentation on whether commanders, commanding officers, and officers-in-charge conducted the required command climate assessment be included in their FITREP. Reporting seniors must clearly document the failure to conduct the required command climate assessment.

8. Analytics Discussion

8.1 Military Services & NGB*: Provide an analytic discussion (1,500 words or less) of your Statistical Report of reported sexual assault cases from the Defense Sexual Assault Incident Database (DSAID). Required elements included on this template are information on Unrestricted Reports; Restricted Reports; service referrals for victims alleging sexual assault; and case synopses of completed investigations.

***NGB should provide comments based on its available information and data.**

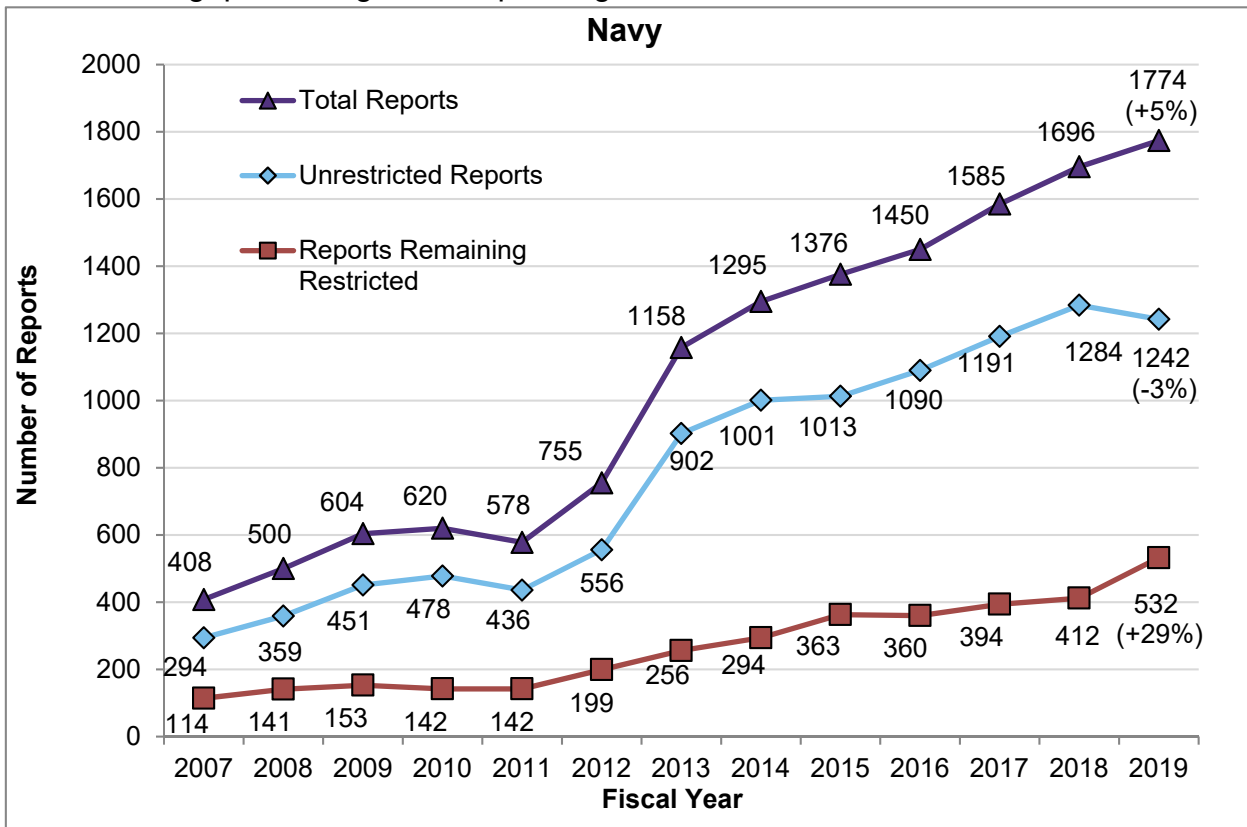
This section must briefly address each of the following:

- Notable changes in the data over time
- Insight or suspected reasons for noted changes, or lack of change, in data
- The application of insights from data analyses for programmatic planning, oversight, and/or research
- Total number of Sexual Assaults (Restricted Reports and Unrestricted Reports) over time (since FY 2008) **(Metric #11)**
- The number of sexual assault investigations completed by the MCIO in the FY and the corresponding mean and median investigation length. Case open date can be in any year, but the close date must be by the end of the FY **(Non-Metric #6)**
- The number of subjects with victims who declined to participate in the military justice process **(Metric #7)**
- Command action for military subjects under DoD legal authority (to be captured using the most serious crime investigated, comparing penetration to contact crimes) **(Non-Metric #1)**
- Sexual assault court-martial outcomes (to be captured using the most serious crime charged, comparing penetration to contact crimes) **(Non-Metric #2)**
- Summary of referral data – Unrestricted and Restricted Reports - either referrals received from other sources or referrals made to other sources (e.g.,

medical/mental health, command, criminal investigation/security services, legal, civilian, or VA authorities, etc.)
 - Any other information relating to sexual assault case data

I. Overview

In FY19, there were 1,774 reports of sexual assault in the Navy, representing a 4.5% increase from FY18 (1,696). The sustained increase in reporting suggests that the Navy is making progress on closing the gap between reporting and prevalence of sexual assault. While these results are a favorable indicator, much work remains in understanding, preventing, and responding to this destructive behavior.



II. Unrestricted Reports

In FY19, there were 1,242 unrestricted reports, representing a 3.3% decrease from FY18 (1,284). Unrestricted Reporting triggers command notification, initiates a MCIO investigation and provides an opportunity to hold alleged offenders accountable, in addition to giving victims access to support and advocacy services.

Service Member on Service Member

Navy Service member on Service member (or “blue-on-blue”) allegations of sexual assault represented 46.5% (578 of 1242) of Unrestricted Reports compared to 45% (578 of 1,284) in FY18. There was a 24.7% increase in blue-on-blue penetrating allegations (277 compared to 222 in FY18) and a 10.2% decrease in blue-on-blue contact allegations (292 compared to 325 in FY18).

Male Victim Reporting

Male Service member victims continue to be an area of focus for the Navy SAPR program and reporting by this population narrowly decreased in FY19. Unrestricted Reports made by males decreased by 2.6% (257 compared to 264 in FY18) and they accounted for a slightly larger percentage of unrestricted reports than in FY18 (20.7% compared to 20.5%).

Service Member Victim Unrestricted Reports (by Gender)			
Fiscal Year (FY)	Males	Females	Total
FY19	257	864	1,121
FY18	264	887	1,151
FY17	219	829	1,048

Expedited transfers

In FY19, there were 358 requests for expedited transfers made by Service member victims (compared to 325 in FY18). Of these, 64 were unit/duty requests and 294 were installation requests (compared to 18 unit/duty and 305 installation requests in FY18). Nine requests were denied for the following reasons: six reports were found not to be credible; one was listed as other; and two were denied because the Service member was separating from the Navy.

Expedited Transfer Requests				
Fiscal Year (FY)	Requested	Approved	Denied	Total SVM Unrestricted Reports
FY19	358	349	9	1,121
FY18	323	315	8	1,151
FY17	305	297	8	1,048

Military Protective Orders (MPO)

In FY19, there were 274 MPOs issued, representing a 16.5% decrease from FY18 (328). No MPO violations were reported during this fiscal year.

III. Restricted Reports

In FY19 there were 737 Restricted Reports of sexual assault in the Navy, representing a 32.8% increase from FY18 (555). Of those, 205 or 27.8% were converted to Unrestricted Reports (compared to 143 or 25.7% in FY18), resulting in 532 reports remaining restricted (compared to 412 in FY18). Restricted Reports enable a victim to receive support services, without command notification or initiation of an investigation. SARCs do not report the types of offenses for Restricted Reports.

IV. Victims Support Services

Unrestricted Reports

In FY19, there were 10,727 support service referrals for victims who made unrestricted reports, representing a 26.2% increase from FY18 (8,500). Of those referrals, 9,270 or 86.4% were for military resources and 1,457 or 13.6% were for civilian resources.

The top three military resources requested by victims were: victim advocate (2,231), legal (1,668), and mental health (1,257) referrals. These military resource referrals accounted for 55.6% of all requests made in this category. Additionally, DoD Safe Helpline referrals increased by 29.5% (816 compared to 630 in FY18).

The top three civilian resources requested by victims were: other (901), victim advocate (266), and rape crises center (120) referrals, and they accounted for 88.3% of all requests made in this category.

Restricted Reports

In FY19, there were 3,488 support service referrals for victims who made restricted reports representing a 51.7% increase from FY18 (2,300). Of those referrals, 3,130 or 89.7% were for military resources and 358 or 10.3% were for civilian resources. The top three military resources requested by victims were: victim advocate (862), mental health (492), and legal (409) referrals. These military resource referrals accounted for 56.3% of all requests made in this category.

The top three civilian resources requested by victims were: other (154), victim advocate, (69), and rape crises center (59) referrals. They accounted for 78.8% of all requests made in this category.

V. Investigations

In FY19, 1,032 investigations were completed, representing a 3.6% decrease from FY18 (1,075). Of those investigations, 1,021 or 98.9% were completed by the service MCIOs and 11 or 0.1% were completed by either US civilian or foreign law enforcement agencies.

The average length of investigations conducted by the NCIS was 121 days and the median was 99 days, compared to an average of 107 days and a median of 88 days in FY18 (representing a 13.1% increase in average, but a 12.5% increase in the median). This average includes offenses involving complex investigation, scientific analysis of evidence, and/or procurement of expert witnesses, as well as simpler cases involving confessions or limited evidence (e.g., cases involving victim declinations or unknown subjects).

In cases where the most serious offense investigated by NCIS was a penetration offense, the average length of time between the date the investigation was completed and the date legal advice was rendered to the command regarding case disposition was 54 days and the median was 45 days, compared to 48 days on average and a median of 38 days in FY18 (representing a 12.5% increase on average and 18.4% increase in median days).

In cases disposed of at courts-martial, the average length of time between the date the victim made an Unrestricted Report and the date the sentence was imposed or an accused was acquitted at court-martial was approximately 390 days (a 13.3% decrease from FY18's 450 days) and the median was 400 days in FY19 (a 9.9% decrease from FY18's 444 days). In cases disposed of at non-judicial punishment, the average length of time between the date the victim made an Unrestricted Report and the date non-judicial punishment was concluded was approximately 173 days representing a 2.8% reduction from FY18.

Victims Declining to Participate in the Military Justice Process

In FY19, the percentage of victims who declined to participate in the military justice process decreased to 2% (16 of 787) compared to 3% (26 of 783) in FY18 and 25% (256 of 1,025) in FY17. The sharp decrease in victim declinations between FY18 and

FY17 was due to clarification and guidance from DOD SAPRO on categorization of dispositions. As such, in FY18 when commands were unable to take action due to an unknown subject and the victim did not wish to participate in the military justice process, the cases were categorized as "unknown subject" rather than "victim declination." This clarification on disposition categorizations aligned the Services procedures and allowed for standardization across the Department.

Command Action for Military Subjects Under DoD Legal Authority

In FY19, command action was taken against 458 (58.2% of 787) Service members for both sexual assault and non-sexual assault (e.g., failure to obey order or regulation) allegations. Types of command action include court-martial, non-judicial punishment, administrative separation, and other adverse administrative actions.

Sexual Assault Court-Martial Outcomes

In FY19, there were 134 (17% of 787) cases where court-martial charges were preferred for a sexual assault offense, compared to 116 (14.8% of 783) in FY18. A total of 69 (59.5% of 116) cases proceeded to trial on at least one sexual assault offense. Of those, 45 cases were for penetrating offenses, resulting in 30 (58.8%) convictions and 15 (33.3%) acquittals. The remaining 24 cases were for contact offenses, resulting in 21 (87.5%) convictions and 3 (1.25%) acquittals.

8.2 Complete the following table with your numbers as of the end of the fiscal year. Use the job/duty descriptions provided and the following inclusion criteria:

- Include all Reserve and Active Duty military personnel. Army and Air Force do not need to include their respective National Guard component information as it will be included in the National Guard Bureau’s response.
- Include civilian and contractor personnel, as applicable
- Only include filled positions
- Indicate the number of full-time and part-time personnel
- Provide the exact number of current personnel, whenever possible. If the number is an estimate, please indicate how the estimate was reached and any other relevant information.

(DoDI 6495.02, “Sexual Assault Prevention and Response (SAPR) Program Procedures,” (May 24, 2017), Encl 2, para 6ac)

Job/Duty Title	Description of Job/Duty	Full-Time	Part-Time
Program Managers	Capability in developing policy, or program management and execution; and completion of 40+	1	0

	hours of Military Service-specific National Advocate Credentialing Program and approved SARC training.		
Dedicated Headquarters-Level Professionals	Include policy, advocacy, and prevention professionals who support the headquarters-level SAPR program offices at each Military Service/National Guard Bureau (<i>not including program managers, who are counted in their own category</i>).	7	0
Uniformed SARCs	Serve as the single point of contact at an installation or within a geographic area to oversee sexual assault awareness, prevention, and response training; coordinate medical treatment, including emergency care, for victims of sexual assault; and track the services provided to victims from the initial report through final disposition and resolution. Certified under the nationally-accredited DoD Sexual Assault Advocate Certification Program (D-SAACP).	0	4
Civilian SARCs	See above.	91	0
Uniformed SAPR-VAs	Provide non-clinical crisis intervention, referral, and ongoing non-clinical support to adult sexual assault victims; offer information on available options/resources to victims; coordinate liaison assistance with other organizations and agencies on victim care matters; and report directly to the SARC. Certified under the nationally-accredited D-SAACP.	0	5,635
Civilian SAPR-VAs	See above.	69	9
Sexual Assault-Specific Legal	Legal personnel who specialize in sexual assault cases including prosecutors, Victim Witness Assistance Program personnel, paralegals, legal experts, and Special Victims' Counsel/Victims' Legal Counsel.	108	0
Sexual Assault – Specific Investigators	Military Criminal Investigation Office investigators who specialize in sexual assault cases.	823	0
Sexual Assault Medical Forensic Examiners	Medical providers that have completed the DoD course at Fort Sam Houston, or equivalent.	7	210

Notes:

1. Program Managers:
 - a. CNIC: 1

2. Dedicated HQ Level Professionals:
 - a. N17: 5
 - b. NCIS: 3
 - c. VLCP: 1
 - d. SAPR Officers: 35
 - e. CNIC HQ SAPR: 7
 - f. Fleets: 1 full time, 2 part-time

3. Sexual Assault-Specific Legal: This number does not count all trial counsel, defense counsel, and Staff Judge Advocates.
 - a. Trial Counsel Assistance Program: 28 personnel. Senior Trial Counsel, Assistant Senior Trial Counsel, core counsel, legalmen and civilians (who meet SVIP requirement).
 - b. Defense Counsel Assistance Program: 30 personnel. See above.
 - c. VLC Program: 44 personnel. VLC (33) and VLC staff (9), plus Chief of Staff, and Deputy Chief of Staff.
 - d. OJAG Code 20: 6 personnel.

4. Sexual Assault Specific Investigators: NCIS has trained 823 special agents via AASATP or through the addition to SABTP.

5. Sexual Assault Medical Forensic Examiners:
 - a. Civilian SAFE Program Managers: 7 (SAMFE certified)
 - b. SAMFEs: 210 (who stand watch at the MTF and/or are operational)

FY 2019 Annual Report on Sexual Assault in the Military Executive Summary: United States Marine Corps

The Marine Corps measures the number of sexual assaults in two ways—survey data and report data. The Marine Corps strives to increase reporting and reduce prevalence, ensuring all Marines who experience sexual assault receive the support they need. In Fiscal Year (FY) 2019, reporting slightly decreased from FY18, but we remain steadfast in our goal to increase reporting while decreasing incidents of prevalence. Of note, in FY19 more Marines accessed care than any previous year. Regardless of the progress made, the Marine Corps holds itself to the highest standard and will not rest until all Marines work in an environment free of sexual assault and other forms of mistreatment.

Within the services, the Marine Corps has the youngest and most junior population, with a majority of all Marines aged 25 or younger. This age range population is also considered the most at-risk for experiencing a sexual assault. Given these challenges, sexual assault prevention requires engaged leaders at all levels. Leadership commitment is a key factor in the prevention of sexual assault at the Headquarters Marine Corps (HQMC)-level and throughout the enterprise. The Commandant of the Marine Corps recently noted in his 2019 Commandant's Planning Guidance, "Sexual assault remains the most troubling destructive behavior to me ... We will emphasize the need to educate the force in areas such as unconscious bias. We will focus on prevention, victim protection, and legal support, and timely completion of investigations." He also noted, "We are an elite institution of warriors and will remain so on my watch. It is our shared responsibility to ensure the continued health of our collective soul and identity." This leadership ethos is echoed at all levels of the Marine Corps.

Sexual assault is a crime and an affront to everything Marines and the Marine Corps represent. Sexual assault erodes the confidence and cohesion within the Marine Corps team, degrades our lethality and readiness, and is incompatible with our core values of honor, courage, and commitment. In the end, this is an issue of trust. The trust that fellow Marines will look after each other and will not assault one another, and that their command will take appropriate action. Only Marines who trust and respect each other can be fully prepared to fight and win our Nation's battles.

This emphasis on enhancing the health and readiness of the force through leader skill development and engagement was exemplified by the Marine Corps 2019 Sexual Assault Awareness and Prevention Month (SAAPM) theme, "Protecting Our People Protects Our Mission." Marine Corps sexual assault prevention and response programs are aimed at not only creating an environment where sexual assault does not occur, but creating a culture in which all Marines have the opportunity to thrive. Throughout 2019, the Marine Corps focused heavily on building primary prevention capacity and implementing program evaluation into prevention and response efforts.

HQMC Sexual Assault Prevention and Response (SAPR) conducted a self-assessment based on the Department of Defense's (DoD) Prevention Plan of Action (PPoA). The assessment result information identified key prevention strengths and gaps as well as actions and next steps for improving and advancing prevention within HQMC which are

represented throughout this report. HQMC PPOA Self-Assessment found that HQMC's prevention capability shows promise and is in the early stages of development with strengths in Leadership, Quality Implementation, and Overall Prevention Workforce staffing.

Senior Marine Corps leaders were briefed on the topline issues of the Department of Defense FY 2018 Annual Report on Sexual Assault in the Military. The results indicated the Marine Corps must continue to enhance its sexual assault prevention efforts. Our Marines have a fundamental right to live and work in an environment free from sexual assault and harassment. The Marine Corps is committed to purging these criminal behaviors from our ranks, taking care of victims, and holding offenders accountable.

The Marine Corps continues to leverage subject matter experts, primary prevention, research, and training programs to prevent sexual assault from occurring among its ranks. Preventing sexual assaults and related crimes is one of the Marine Corps' and DoD's highest and enduring priorities. We are committed to eliminating incidents of sexual assault through prevention; victim-centered, trauma-informed support; reporting free of retaliation; investigation; and accountability for those who commit sexual crimes. Any Marine who comes forward to report a sexual assault will receive support and be treated with dignity and respect.

To support the Marine Corps SAPR efforts, HQMC will continue to develop training curriculum that reflects the progression of the roles and responsibilities of a Marine's career, ensuring Sexual Assault Response Coordinators (SARC) and SAPR Victim Advocates (VA) have access to continuing education that supports the latest advocacy and prevention efforts, and operationalizing policy.

1. Goal 1—Prevention: “institutionalize evidenced-based, informed prevention practice and policies across the Department so that all Military Service members are treated with dignity and respect, and have the knowledge, tools, and support needed to prevent sexual assaults.”

1.1 Prevention Plan of Action (PPOA) Self Assessment: Provide a summary of your Military Service's PPOA Self-Assessment findings. Include in the description the scope of your Self-Assessment prevention activities. (Secretary of Defense (SecDef) Memorandum, *Actions to Address and Prevent Sexual Assault in the Military* (May 1, 2019) / Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) Memorandum, *Execution of the Department of Defense Sexual Assault Prevention Plan of Action* (April 26, 2019) / DoD Prevention Plan of Action 2019-2023 (April 2019))

Background

The Prevention Plan of Action (PPOA) outlines the way ahead for sexual assault prevention within the Department of Defense (DoD). The steps taken by the Marine Corps to diminish prevalence and prevent sexual assault are consistent with those taken throughout the U.S. Armed Forces.

Scope

Per the guidance from DoD Sexual Assault Prevention and Response Office (SAPRO), each Service determines the scope of the PPOA execution and may limit it to sexual assault prevention. For this self-assessment, Headquarters Marine Corps (HQMC) conducted this evaluation of Sexual Assault Prevention and Response (SAPR) in the context of prevention support capabilities in place for Marine and Family Programs Division (MF).

HQMC intends to employ a program-specific process for evaluating the other prevention-focused programs. For example, the Suicide Prevention Capability is conducting an evaluation separately and assigned distinct ratings.

Throughout the scope of this self-assessment, "leadership" is defined as the Commandant (CMC), Assistant Commandant (ACMC), Deputy Commandant for Manpower and Reserve Affairs (DC M&RA), MF Programs Division Director, Chief of Behavioral Programs, Behavioral Programs Branch Head, and subordinate Behavioral Programs leadership.

Method

Multiple members from HQMC collaborated on this self-assessment. They assessed the extent to which the current system's elements aligned with the comprehensive list of provided criteria, and rated all criteria based on prevention activities occurring over the last 12 months.

The team discussed the criteria, identified gaps and required data, and areas where assessments differed. The results were presented to stakeholders outside of the SAPR team to obtain input and supporting evidence. Input was received from stakeholders such as the Embedded Preventive Behavioral Health Capability; Primary Prevention Manager; Research and Program Evaluation; Data Surveillance; Suicide Prevention Capability; and Prevention and Clinical Services programs. These stakeholders rated the criteria in the PPOA and provided supportive evidence and rationale to the SAPR team.

Separately, the SAPR section coordinated the responses provided by the other stakeholders and calculated overarching ratings for the criteria contained within the PPOA as they directly related to the HQMC SAPR program. Evidence was defined broadly to include any supporting materials that provided insight into the ratings. For example, evidence used to determine ratings included reports that were internal or external to HQMC; policies and protocols; project descriptions; budget documents; calendars; emails; and other similar documents.

Overall Results

Based on the self-assessment process, HQMC SAPR identified key strengths and gaps for each self-assessment element. While HQMC SAPR noted areas that require considerable effort to achieve a fully mature prevention system, current initiatives provide ongoing

improvements to prevention efforts in the Marine Corps. The results of the self-assessment process outline next steps for sexual assault prevention within HQMC SAPR.

1.2 Self-Assessment Elements: For each Self-Assessment element (Human Resources, Collaborative Relationships, Infrastructure, Comprehensive Approach, Quality Implementation, and Continuous Evaluation) provide a brief summary and examples of key strengths and gaps. *(SecDef Memorandum, Actions to Address and Prevent Sexual Assault in the Military (May 1, 2019) / OUSD(P&R) Memorandum, Execution of the Department of Defense Sexual Assault Prevention Plan of Action (April 26, 2019) / DoD Prevention Plan of Action 2019-2023 (April 2019))*

HQMC SAPR Leadership Assessment:

For this self-assessment, the HQMC raters defined “leadership” as the Commandant (CMC), Assistant Commandant (ACMC), Deputy Commandant for Manpower and Reserve Affairs (DC M&RA), Marine and Family Programs Division Director, Chief of Behavioral Programs, Behavioral Programs Branch Head, and subordinate Behavioral Programs leadership. These leaders actively support by using available research regarding sexual assault with a focus on prevention and evaluation of effectiveness. Recognizing the need to develop a holistic prevention strategy to support leadership at all levels, Marine and Family leadership temporarily assigned a SAPR Section Head to work as the Primary Prevention Manager, integrating prevention efforts across Marine and Family programs and formalizing Marine and Family’s commitment to primary prevention. The Primary Prevention Manager is developing an integrated prevention strategy and framework at the HQMC-level. The intent is to disseminate primary prevention practices and education across the enterprise, addressing behavioral health topics including sexual assault.

In addition, leadership at all levels discussed in this report are focused not only on implementing the best strategies, but on implementing measures of performance (MOP) and measures of effectiveness (MOE) to help identify the most effective strategies. The HQMC SAPR team uses logic models as well as DoD and external reports (e.g., Workforce Gender Relations Survey, RAND report on evaluating Marine Corps SAPR) to inform programmatic decisions. In addition, leadership promotes collaboration with different sections within Marine and Family Programs Division, other USMC organizations, and external stakeholders to enhance prevention efforts.

In 2019, the Research and Program Evaluation team of Behavioral Programs created a SAPR Standardized Evaluation Measurement Program (STEMP) system which will provide evaluation data on quality of instruction and effectiveness of training content, knowledge change in participants, and intent to intervene. HQMC Behavioral Programs will implement STEMP in “Take a Stand” non-commissioned officer (NCO) Bystander Intervention Training in February 2020, then throughout SAPR annual, SARC initial, and SAPR VA initial trainings by FY21. This approach to evaluation will be replicated across other Marine and Family Programs trainings in the future. While initiatives are in development, HQMC intends to continue advancing MOE data collection. Behavioral Programs will conduct

additional training evaluations, standardized needs assessments, and continuous process improvements going forward.

HQMC SAPR Prevention Workforce Assessment:

To implement an effective sexual assault prevention program, the Marine Corps requires a trained, equipped, and well-resourced prevention workforce. This workforce is focused on training related to sexual assault prevention and response initiatives; development of supporting policies and protocols; and supporting Marines, leaders, and SAPR fleet personnel. The HQMC dedicated sexual assault prevention workforce includes the following assets:

- Five Non-Appropriated Funds (NAF) 4 Outreach and Education Specialists
- Four NAF 4 SAPR Policy Specialists
- Two NAF 5 SAPR Section Heads
- One Marine O-3 Deputy of Prevention and Response
- One NAF 5 Assistant Branch Head of Prevention and Response
- One NAF 5 Branch Head of Behavioral Programs
- One O-6 Chief of Behavioral Programs

The SAPR team consistently coordinates with multiple prevention-related stakeholders from within Behavioral Programs to include members from the following sections:

- Suicide Prevention Capability (SPC)
- Data Surveillance
- Research and Program Evaluation
- Combat Operational Stress Control Capability (COSCC)
- Embedded Preventive Behavioral Health Capability (EPBHC)
- Family Advocacy Program (FAP)
- Substance Abuse Program (SAP)
- Community Counseling Program (CCP)

In addition, members of the different sections meet regularly at the Prevention Sync (sponsored by the Embedded Preventive Behavioral Health Capability team) and the Prevention Roundtable (sponsored by the Prevention Program Manager). Outside of Behavioral Programs and Marine and Family Division, the HQMC SAPR team works with other Marine Corps sections and programs as an extension of the overall workforce. These include such entities as the Opportunity, Diversity, and Inclusion team (the HQMC team addressing sexual harassment and equal opportunity); HQMC Safety Division; the Chaplain Corps; Judge Advocate Division (JAD); Training and Education Command (TECOM); and Marine Corps Data and Performance Optimization (MCDAPO). These stakeholders collaborate with a sense of a common purpose as it relates to sexual assault prevention efforts, and explore opportunities for comprehensive approaches to prevention.

To maintain an effective prevention workforce, regular professional development is required to build and apply constructive prevention activities in a military context and to adopting

emerging best practices. Challenges include the lack of standardized prevention training for the SAPR workforce at HQMC. While there are requirements for maintaining the certification of SARC and SAPR Victim Advocates; there are no current requirements for credentialing within the DoD for prevention workforce.

Department of Navy (DON) SAPRO has provided annual training opportunities and begun educational working groups for HQMC personnel on varying topics, to include a quarterly training working group, a training session on program evaluation, and involvement with the Regional and National Discussions on Sexual Assault and Sexual Harassment. Although DoD SAPRO facilitated prevention webinars at the beginning of 2019, USMC-specific technical issues created barriers to participation for HQMC level staff. While budget constraints limit the availability to participate in all desired trainings, HQMC has funding available for professional development, and allows all employees to create a Learning Development Plan (LDP).

HQMC SAPR Collaborative Relationships Assessment:

HQMC leadership and the SAPR section have shown dedication to the prevention of sexual assault, and collaborative efforts continue to be a strength for MF. There are staff members within the SAPR team specializing in prevention as a fundamental part of their jobs. Additionally, the MF Division temporarily assigned a Primary Prevention Manager to integrate and synergize prevention efforts across the MF portfolio. Multiple opportunities for collaboration include one on one supervision, executive leadership team meetings, management sync meetings, and program specific team meetings that provide opportunities for regular feedback and information exchange. Weekly Prevention and Response synchronization meetings are held between Suicide Prevention and SAPR leadership. HQMC SAPR leadership hosts weekly engagements with DON SAPRO and DoD SAPRO military liaisons. Monthly prevention syncs and prevention roundtables allow diverse stakeholders to look at shared protective and risk factors and discuss collaborative prevention efforts. In addition, SAPR began working with the HQMC Safety Division explicitly looking at environmental factors at installations to prevent sexual assault. SAPR also works with Training and Education Command on officer and enlisted professional military education, including recently redesigning SAPR content in the Cornerstone course for slated commanders and Sergeants Majors.

MF leadership, Behavioral Programs leadership, and HQMC SAPR are actively involved with DON initiatives and working groups that bring together the Marine Corps, DON, and the Navy SAPR prevention personnel to explore and address shared opportunities to enhance prevention. HQMC SAPR representatives also participate in DoD meetings, conferences, working groups, and other events hosted by DoD SAPRO. For example, HQMC participated in a trip to the Center for Disease Control to look at comprehensive prevention and how it can be applied to the prevention of sexual assault. In August 2019, SAPR, Suicide Prevention Capability, and Embedded Preventive Behavioral Health Capability conducted an integrated site assist visit to III Marine Expeditionary Forces (MEF) in Okinawa, Iwakuni, and Hawaii, to review roles and responsibilities of embedded

preventive personnel in the Fleet Marine Forces. Similar site engagement visits are scheduled to occur in FY20 with I and II MEF.

HQMC can do more to collaborate with external stakeholders. Efforts to collaborate with the Chaplain Corps, HQMC Safety Division, and Marine Corps Data and Performance Optimization will increase during 2020 to strengthen these relationships. One example of this collaboration is a Marine Corps Data and Performance Optimization data analysis project exploring predictors and outcomes of sexual assault. The Research and Program Evaluation team participate in Military Operational Medicine Research Program (MOMRP) reviews of current research to inform prevention efforts. Behavioral Programs participates in the annual conference of the National Organization for Victim Assistance (NOVA), the organization that provides certification to SARCs and SAPR VAs. HQMC SAPR personnel and Marine Forces (MARFOR) level SARCs engaged with university professionals in the DON SAPRO National and Regional Discussions on Sexual Assault and Sexual Harassment. In 2020, the SAPR team intends to increase involvement and collaboration with external agencies.

HQMC SAPR Data Assessment:

In general, data collection, data analysis, and presentation of data are strengths for HQMC. The Data Surveillance team works with the HQMC SAPR team to ensure all staff are informed of the key contributing factors associated with military sexual assault. The team regularly briefs leadership on the risk factors which are common among Marines who report sexual assaults such as: incident location (on or off installation); type of location (e.g., residence, government building); victim demographic information; and incident details such as alcohol involvement. As noted previously, an emerging project with Marine Corps Data and Performance Optimization is focused at employing data methodologies to identify further risk and protective factors for sexual assault.

MF programs, including HQMC SAPR, regularly solicit feedback from Service members outside of the Headquarters environment to help inform prevention efforts. Feedback comes from both formal and informal mechanisms, including site engagement visits, focus groups, interviews, and inspections.

At the same time, some data limitations exist. Defense Sexual Assault Incident Database (DSAID) is the official system of record for sexual assault report data in the DoD. DSAID is limited in its ability to specify several incident factors to include alcohol involvement and specific incident location. Alcohol involvement is indicated by self-reported data point that does not specify who was using alcohol (victim, subject or both), nor the amount consumed. Incident location is limited to a fixed list with broad categories (e.g., residence and does not differentiate between barracks and other permanent housing). Sexual assault 8-day incident reports are snapshot reports submitted by commanders, documenting their initial response to an unrestricted sexual assault report. Due to the one time nature of these reports, data is insufficient to provide meaningful analyses.

HQMC SAPR Policy Assessment:

HQMC is committed to ongoing evaluation of the programs within MF. HQMC has an Institutional Review Board (IRB) and policies governing research and evaluation in the Marine Corps. MF policies encourage planned evaluation. Service-level research and program evaluation efforts are submitted for annual review. Unanticipated projects can be approved by exception. There are currently no policies that impede the comprehensive evaluation of sexual assault prevention efforts within HQMC SAPR. HQMC also has policies in place allowing employees to create Learning Development Plans.

HQMC SAPR Resources Assessment:

HQMC has access to literature databases to review recent research publications. Access to this research is critical to inform sexual assault prevention efforts with best practices, emerging evidence, and evidence-informed approaches to prevention.

Retention of personnel is an important aspect of ensuring a highly qualified prevention workforce. HQMC Behavioral Programs leadership is currently conducting a Table of Organization review and a salary analysis for SARC positions throughout the Marine Corps. MF regularly assesses resource allocation and identifies ways to improve the delivery of quality services. Policies are in place to encourage staff to obtain prevention and other professional training and attend conferences.

SAPR prevention trainings are developed and written by HQ staff. Obtaining curriculum design software and licenses for the software is a challenge.

HQMC would benefit from DoD SAPRO/DON SAPRO providing prevention credentialing and training across all Services, much like SARCs and SAPR VAs obtain victim advocacy credentials on the response side. Training that addresses needed prevention skills (such as coalition building, leadership development, curriculum development, and other skills) can improve prevention initiatives throughout the Marine Corps. Funding for sexual assault prevention training and increased access to curriculum design software and other technology options will benefit the Marine Corps.

HQMC SAPR Comprehensive Approach Assessment:

HQMC is progressing towards creating a multidisciplinary and comprehensive approach to prevention at the HQMC and enterprise-wide levels. Our team is working towards a systematic overarching prevention approach, which will target the total force. The MF Primary Prevention Manager is working with internal and external prevention stakeholders to develop a strategic prevention framework, focusing first on HQMC personnel and programs before expanding efforts enterprise-wide. With input from prevention stakeholders, this program manager has coordinated a team and developed a logic model to visualize the prevention program, which facilitates planning, evaluation, and communication to stakeholders on activities underway and what to expect as a result of primary prevention activities.

While the Marine Corps SAPR order published in 2019 addresses prevention, SAPR plans to cover the topic more comprehensively in future revisions. Once finalized, the order and accompanying Navy and Marine Corps Directives will address the comprehensive plan. In the interim, SAPR is integrating prevention into training, communication, and planning efforts.

HQMC SAPR Quality Implementation Assessment:

Any prevention activities found to drive negative perceptions or to be dangerous in any way will be stopped. HQMC MF leadership works closely with SAPR personnel to look at the potential impact of prevention and other efforts on Marines and their families. Integrated meetings of action officers, section heads, Behavioral Programs leadership, and MF leadership are in place to help identify unintended outcomes and incorporate multiple viewpoints. HQMC is developing and implementing measures of effectiveness for SAPR prevention efforts. A comprehensive evaluation of effectiveness will take several years to fully identify what initiatives and training efforts are most effective in decreasing the prevalence of sexual assault.

HQMC SAPR Continuous Evaluation Assessment:

Marine Corps leadership's strong support of the evaluation of prevention efforts is critical to delivering key initiatives such as STEMP system, which will provide evaluation data on quality of instruction and effectiveness of training content, knowledge change in participants, and intent to intervene. Leadership's enthusiastic support of STEMP was critical in its piloting, scheduled for February 2020. Leadership is also adding prevention-related questions in our Inspector General Marine Corps Functional Area Checklists to help HQMC personnel identify promising practices and general challenges in programs enterprise-wide. DoD SAPRO and DON SAPRO are supportive of evaluation efforts; as DON SAPRO recently provided additional training on program evaluation.

While some of these initiatives are not fully implemented, HQMC will conduct more planned program evaluation efforts across Behavioral Programs, to include training evaluations, standardized needs assessments, and continuous process improvements. Evaluation of prevention activities takes time and it can be challenging to evaluate programs that are implemented in the field, where HQMC personnel cannot ensure the fidelity of programming. It is not always feasible to conduct site assist or fleet engagement activities to ensure a prevention program is being implemented as intended. Deputy Commandant Marine & Reserve Affairs, Marine and Family Programs Division leadership, and Behavioral Programs leadership (including SAPR) support efforts to ensure trainings are conducted with fidelity and initiatives are evaluated for effectiveness.

1.3 Future Plans: Based on your Military Service's Self-Assessment, summarize leadership-approved priority actions and next steps for sexual assault prevention, including any key considerations or barriers to achieving the priorities. Include a description of progress towards Phase II of the PPOA execution – plan of action and milestones and logic model development. (SecDef Memorandum, *Actions to*

Address and Prevent Sexual Assault in the Military (May 1, 2019) / OUSD(P&R) Memorandum, Execution of the Department of Defense Sexual Assault Prevention Plan of Action (April 26, 2019) / DoD Prevention Plan of Action 2019-2023 (April 2019))

The HQMC PPOA Self-Assessment found that HQMC's prevention capability shows promise and is in the early stages of development with strengths in Leadership, Quality Implementation, and Overall Prevention Workforce staffing. Gaps exist in Resources, Data, and Policy specifically dedicated towards prevention of sexual assault (all in emerging status). Several initiatives are under development and will be implemented in 2020. We expect these to deliver strong results going forward.

To address identified gaps of limited professional development of HQMC prevention, HQMC will work with DON SAPRO and DoD SAPRO, as well as Centers for Disease Control (CDC) Violence Prevention Technical Assistance to help provide more ongoing professional development. HQMC will partner with the CDC, DON, and DoD to develop and deliver this training to ensure that all individuals engaging in prevention activities as part of their roles have a common understanding of prevention and implementation throughout the force.

MF's Prevention Program Manager is working with internal and external prevention stakeholders to create a comprehensive prevention framework. The SAPR team will update policies and initiatives to align further with the overarching MF prevention structure as it is implemented. As HQMC MF develops a more comprehensive way ahead for prevention at all levels, additional funding, time, and staffing may be required to execute effectively.

Prevention Functions outside HQMC

A preliminary assessment of the Prevention Workforce, Collaborative Relationships, Data, Resources, Comprehensive Approach, and Quality Implementation outside HQMC was conducted. The Marine Corps currently has a SAPR workforce throughout the total force that includes SARCs and SAPR VAs. These billets are filled by both civilian and uniformed personnel. While the billet descriptions include prevention and response of sexual assault, historically responsibilities focused more on response than on prevention. HQMC launched an Embedded Preventive Behavioral Capability (EPBHC) in 2013 that embeds civilians with behavioral health and public health expertise within Marine Corps units. EPBHC supports commanders through identifying unit-level risk and advising leadership within each unit on comprehensive strategies addressing behavioral health. SARCs, SAPR VAs, EPBHC personnel, the Prevention Program Manager, and other prevention resources are working as a comprehensive prevention workforce to identify additional resources, implement collaborative training, and identify other prevention initiatives.

Based on this self-assessment, HQMC is progressing on the PPOA and the milestones for each PPOA objective. Specifically, the PPOA team has outlined the steps needed to realize each milestone and the anticipated time required for each step. Involvement of multiple

stakeholders across HQMC will identify key partners for future phases of the PPOA, and for further opportunities to cross-train between various programs and capabilities with shared prevention goals. Existing logic models developed for the SAPR program will be examined and assessed in light of the new, emerging Prevention Program logic model. At this time, HQMC is on track to deliver the Plan of Action and Milestones (POA&M) and logic model by the suspense date for Phase II of the PPOA execution.

Primary Prevention Manager

The Marine Corps prevention system currently has the following underway to prevent sexual assault and other problematic behaviors through promotion of positive behaviors in a variety of activities including:

- **Integrated Prevention Network (IPN) Framework:** location-based networks that include Marine Corps stakeholders as well as community stakeholders. A working group will occur to determine the official person responsible in each location as well as to build relationships in areas where Marines are geographically disperse. A pilot will occur first with HQMC and community stakeholders to determine effectiveness before implementing enterprise wide.
- **Communications Plan:** a 12-month communication plan is in development that focuses on positive behaviors and building skills. Not attributed to any program, this plan will push content across print media, face-to-face engagements, leadership guides, and social media. Examples of topics include real relationships, transition and change, problem solving, financial readiness, and total fitness.
- **Website Development:** a forward facing website is under development to house prevention materials for Marines. Topics include outreach, leadership tools, skill building, IPN, and strategy and guidance.
- **Prevention Standardized Evaluation Measurements Program:** prevention trainings will implement SAPR's Standardized Evaluation Measurements Program (STEMP) processes and reporting functionality to achieve continuous process improvement objectives.
- **Innovation, Prevention, and Outreach Forum:** the intent of this forum is to work towards shared goals by improving access to mental health care, creating partnerships, and developing solutions to shared goals. Additionally, the unique needs of geographically dispersed Service members, veterans, and their families will be addressed.
- **Problem Solving Materials:** using a multidisciplinary approach, problem solving curriculum and hip pocket guides (designed for small unit leadership discussions) are being developed.

2. Goal 2—Victim Assistance & Advocacy: “deliver consistent and effective advocacy and care for all military Service members or their adult dependents, such that it empowers them to report assaults, promotes recovery, facilitates dignified and respectful treatment, and restores military readiness.”

2.1 Strategic Summary: Summarize your efforts to achieve the Victim Assistance & Advocacy goal. In this strategic summary, include significant updates and/or force-wide changes and/or initiatives begun or completed by your Military Service in FY19. As applicable, include any initiatives employed with targeted subgroups (e.g., male victims) or specific locations (e.g., barracks). There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 2 – Victim Assistance & Advocacy, p. 7)

With the number of estimated sexual assaults rising, especially among our young Marines, the Marine Corps must evolve its prevention methods and continue to foster a climate and culture of dignity, respect, and trust. The highest at-risk population are female Marines, 24 years old and younger, serving in the ranks Private through Corporal. Most perpetrators are usually their peers within one or two ranks. With this knowledge, Marine Corps leaders and Sexual Assault Response Coordinators (SARC):

- Engaged Lance Corporals and below to ensure awareness and recognition of these crimes, their prevalence in our organization, and prevention initiatives at initial training schools and via social media and the chain of command.
- Further educated and empowered front line leaders, Company Grade and Non-commissioned Officers (NCO) with the knowledge, training, and tools to swiftly address instances of sexual harassment, gender discrimination, or sexual assault within their units.

The Marine Corps is currently implementing these initiatives:

- Creating additional rank-specific leadership training to address skills and knowledge of SAPR programs applicable to each phase of a Marine's career.
- Providing SARCs with continuing education opportunities to maintain their certification. Training focused on leadership, prevention, emotional intelligence, self-care, program management, and positive cultural change.
- Updated the SAPR Marine Corps Order (MCO) 1752.5C in June 2019, with accompanying directives that operationalize protocols, processes, and implementation of the SAPR program across the Marine Corps. The accompanying directives include, among other topics, expedited transfer of victims, High Risk Response Team, and credentialing for those serving in SAPR roles.
- Revised SAPR Victim Advocate (VA) Training. The revised 40-hour curriculum focuses entirely on building and refining victim support skills with activities and practical applications to reinforce lessons learned during the course.

2.2 Metrics for Assessing Victim Assistance and Advocacy: What metrics or assessment processes are being used to address the effectiveness of victim assistance and advocacy efforts intended to deliver consistent care for all Service members and/or their adult dependents? Are these metrics identifying any trends and/or indicators on the effectiveness of your SARCs and SAPR VAs in providing a "quality response" to Service members (and others eligible for SAPR services)? (DoD Sexual Assault Prevention and Response Strategic Plan "Task List,"

(December 1, 2016), Goal 2 – Victim Assistance and Advocacy, Objective 2.1, Task #7, p. 3)

The Marine Corps currently measures the effectiveness of certain aspects of its victim assistance and advocacy components. These include the following:

- HQMC SAPR personnel augment the Marine Corps Inspector General inspections in their mission to promote Marine Corps combat readiness, institutional integrity, effectiveness, discipline, and credibility. Augments participate in short notice inspections to include a detailed assessment of a unit's implementation of SAPR throughout the commander's area of responsibility. The inspection process is comprised of a review of administrative documents such as standard operating procedures, training completion; confirmation of the SAPR personnel's training, certification, and continuing education completion; and supportive process in place for victims. Commands receive teaching and training from the subject matter experts during the inspection which aids in the implementation of a robust SAPR program.
- HQMC SAPR conducts monthly audits of all SAPR 24/7 Support Lines confirming support is readily available for those seeking assistance. This includes all Marine Corps Installations, Marine Forces Reserves, and Marine Corps Recruit Depots.
- HQMC SAPR conducts internal audits of command and installation websites to verify SAPR points of contact and that the information complies with requirements to maintain accurate and up to date communications.

The Safe Helpline Office additionally conducts semi-annual audits of contact information in the Safe Helpline Responder Database in order to verify the degree to which the Marine Corps conforms to Department of Defense (DoD) requirements.

HQMC Behavioral Programs, having recognized the need to incorporate more measures of effectiveness into all aspects of our SAPR programming, explored methods for incorporating Measures of Effectiveness (MOE) and Measures of Performance (MOP) into SAPR victim assistance and quality response elements. In support of this, HQMC is developing a comprehensive logic model that, once fully complete, will identify additional MOPs and MOEs and lead to appropriate metrics to gauge effectiveness. Areas identified for potential evaluation include:

- Developed the SAPR Standardized Evaluation Measurement Program (STEMP) system, which will provide evaluation data on quality of instruction and effectiveness of training content, knowledge change in participants, and intent to intervene.
- Began the Getting to Outcomes Pilot which is a two-pronged project including evaluation of an existing SAPR training, "Take a Stand" non-commissioned officer Bystander Intervention Training.

- Conducted quality assurance is conducted quarterly on the Department of Defense Sexual Assault Incident Database (DSAID) case management information to include but not limited to:
 - Referrals provided by SAPR personnel to the victim
 - Victim demographic and compliance with the case entered within 48 hours in normal environments and 96 hours in deployed environments.
 - Investigation information
 - Case Management Group (CMG) meeting minutes
 - Retaliation data call

SAPR Personnel in the Fleet

Across the Marine Corps at every CMG meeting, the CMG Chair asks the CMG members if the victim, victim's family members, witnesses, bystanders (who intervened), SARCs and SAPR VAs, responders, or other parties to the incident have experienced any incidents of retaliation, reprisal, ostracism, or maltreatment. If any allegations are reported, the CMG Chair forwards the information to the proper authority or authorities (e.g., MCIO, Inspector General, and Military Equal Opportunity). Discretion is exercised in disclosing allegations of retaliation, reprisal, ostracism, or maltreatment when such allegations involve parties to the CMG. Retaliation, reprisal, ostracism, or maltreatment allegations involving the victim, SARCs, and SAPR VAs remain on the CMG agenda for status updates, until the victim's case is closed or until the allegation has been appropriately addressed.

Marine Forces Command (MARFORCOM)

- MARFORCOM Commanding General Inspection Program (CGIP) and its subordinate command CGIP programs have conducted over 50 command program inspections to assess program effectiveness. The functional area checklist did not afford the inspector the ability to identify SARC or SAPR VA effectiveness in providing "quality response", outside of what is administratively documented in a command SOP or anecdotal responses obtained by the SARC or SAPR VA who is standing the inspection.

Marine Forces Central Command (MARCENT)

- Assessment process includes periodic feedback loop by SARCs of victims with active cases. No negative trends have been identified in quality response.

Marine Corps Installation Command (MCICOM)

- MCICOM area of responsibility (AOR) conducted base climate surveys that were helpful in evaluating mission readiness, which included sexual assault response, victim advocacy, and available resources and services. These Equal Opportunity (EO) Command Climate surveys provide findings that trigger command climate focus groups to further evaluate unit readiness. Command climate focus groups provide an opportunity to further evaluate unit readiness.

- Throughout the AOR, overall support services provided by advocates can be surmised through case reviews at the CMG meeting via information reported on contact with advocates and the desire of victims not to transfer their cases.
- MCAS Beaufort continued training in advocacy, ethics, and self-care to ensure optimal delivery of support for military service members and their eligible dependents. Monthly SAPR Information Tables were manned by SARCs and SAPR VAs throughout the installation to help assess the effectiveness and knowledge of victim assistance and our advocacy efforts, including available SAPR resources, new policies, and 24/7 support.
- MCB Camp Lejeune & MCAS New River tracked calls to the Lejeune-New River 24/7 Sexual Assault Support Line and learned that 50 percent of the calls each month are not related to SAPR (e.g., wrong numbers, requests for other agencies, requests for information on the front gate). Camp Lejeune also tracked new reports of sexual assault and identified that new reports increased during the first quarter of the fiscal year (Oct, Nov, Dec).

Marine Corps Forces, Pacific (MARFORPAC)

- The CMG agenda and monthly case review allows for the CMG chair and members to assess a command and command climate for any potential trends. The Safety Screening Tool and Victim Advocacy Services Provided Log is used for every contact with a victim and provided to the SARC to capture in DSAID.

Training and Education Command (TECOM)

- MCRD San Diego offers training throughout recruit training to allow recruits to report concerns and/or ask for services related to SAPR. Feedback is also received during monthly CMGs from commanders and SAPR VAs who have had contact with victims. Further, the SARC meets with each victim to see if they are getting adequate services. A trend of note is victims are concerned with lack of information about NCIS investigations and/or final dispositions.

2.3 SARCs and SAPR VA Suspension, Revocation, and Reinstatement: How many SARCs and SAPR VAs in your Military Service received a suspension? A revocation? A reinstatement? (Identify how many SARCs and SAPR VAs for each category) (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 2 – Victim Assistance & Advocacy, Objective 2.1, p. 8 / DoDI 6495.03, “Defense Sexual Assault Advocate Certification Program (D-SAACP),” (September 10, 2015), Encl 3, para 3)

There were a total of ten SARC and SAPR VAs who were suspended, reinstated, or revoked. SARCs accounted for three, to include one suspension, one reinstatement, and one revocation. SAPR VAs accounted for the additional seven, to include two suspended and five revocations.

2.4 Medical Support: How many Service members who reported a sexual assault had their medical care hindered due to a lack of Sexual Assault Forensic Examination (SAFE) kits, timely access to appropriate laboratory testing resources, or other resources? (Note: This answer should be consistent with the number reported in blocks A and C of the Victim Services matrices). (NDAA for FY 2006, section 596)

In FY19, one Service Member who reported a sexual assault to the Marine Corps was unable to access a Sexual Assault Forensic Examination (SAFE) due to lack of resources. This represents an extenuating circumstance, in which the victim was TAD and not near any suitable medical treatment facility.

2.5 Military Protective Orders: How many Military Protective Orders were issued as a result of an Unrestricted Report (include the number issued and number violated)? What new steps (if any) were taken in the last year to improve protections? (DoDI 6495.02, "Sexual Assault Prevention and Response (SAPR) Program Procedures," (May 24, 2017), Encl 5, para 7)

Marine Corps Commanders received 152 requests for Military Protective Orders (MPO) in FY19. These requests were made by victims with Unrestricted Reports of sexual assault that may have been reported in FY19 or any prior year. Of these 152 requests, a total of 148 MPOs were issued in FY19 (97% of requests). Two MPOs were violated in FY19, both by the subject of the investigation. Based on the overall success of MPOs in maintaining victim safety, systematic changes are not warranted at this time.

2.6 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Victim Assistance and Advocacy goal.

HQMC SAPR is updating Navy and Marine Corps (NAVMC) Directive 1752.5 to support the leadership approved plans and directives. Standardizing procedures ensures consistency throughout the Marine Corps. HQMC SAPR updates these procedures as necessary to ensure compliance with higher headquarters directives. The most recent changes focus on DoD SAPRO's intent regarding the CATCH program, new CMG protocols, and Defense Sexual Assault Advocate Certification Program (D-SAACP) certification protocols, and will incorporate new forms that have been issued. These forms include the updated DD 2950, DD 2950-1, DD 2950-2, and DD 2910.

Through the completion of Phase I of the Prevention Plan of Action, leadership has identified key priorities that USMC SAPR will take action on to include but not limited to:

- Cross-training prevention specialists between various programs and capabilities
- Leveraging existing resources and external stakeholders to enhance a trained prevention force across HQMC programs

HQMC SAPR will host the annual SARC Training in June 2020 to provide SARCs with continuing education towards their certifications as well as best practices across prevention and response.

SAPR Personnel in the Fleet

Marine Corps Forces Reserves (MARFORRES)

- MARFORRES will continue to increase the resource database, to further assist geographically dispersed victims, and will coordinate with sister Services. Staff members plan to continue to travel to sites throughout MARFORRES to provide additional support during SAPR Victim Advocate and leadership turnover, and during training events when possible. Personnel are encouraged to participate in additional training opportunities and to frequently engage with community providers to expand their advocacy knowledge.

Marine Forces Command (MARFORCOM)

- MARFORCOM leadership supports direct collaboration with the Navy to streamline response, enhance collaboration, and identify where resources can be enhanced and shared.
- Getting to Outcomes (GTO) project at 2D Marine Air Wing: MARFORCOM will continue to support GTO during FY20. The Marine Corps GTO project consists of two initiatives, the traditional GTO steps 1-10 that are used to evaluate the SAPR annual training curriculum, "Take a Stand" non-commissioned officer Bystander Intervention Training (TAS); and a second initiative that focuses on measures of effectiveness and the implementation of new primary prevention tools. The primary prevention tools being tested are hip-pocket guides that reinforce healthy relationships and training from Marine and Family Programs. The hip-pocket guides will be used in a discussion group format, 30 to 60 days after the Marines receive their annual TAS training. The hip-pocket guide discussions will occur three times over a 180 day period, based on unit operational tempo. Information retention will be tested through participating Marines completing pre- and post-tests electronically. Additionally, the GTO is evaluating the use of a Mobile Training Team (MTT) to determine if the use of an MTT affords the command more flexibility with training execution and increases the likelihood of information retention and quality discussions.

Marine Corps Systems Command (MARCORSYSCOM)

- MARCORSYSCOM has a unique structure of 80 percent civilian, 20 percent military; command leadership continues to work with HQMC SAPR in the exploration of a full-time civilian SARC. MARCORSYSCOM has been supported by a collateral duty SARC. This capability will allow the command to shift the paradigm from a response-oriented approach to a prevention approach.

Marine Forces Central Command (MARCENT)

- MARCENT will comprehensively identify, update, and publish established SAPR resources provided by sister Services on installations in the CENTCOM AOR. This information will assist deploying units, especially smaller units deploying remotely, to understand what resources are available. MARCENT will use this information to assist with the updating of current SAPR pre-deployment briefs that are used by CONUS-based units and installations in preparation for their deployments to the CENTCOM AOR.

Marine Corps Installation Command (MCICOM)

MCICOM will conduct the initiatives in the following Marine Corps installations:

- MCAS Miramar will conduct leadership training to explain resources available to victims and how leaders can aid in the process by making sure guidance is provided from the top down throughout the ranks. This training will be provided at Officer Calls, Professional Military Education (PME), awareness events, and small group discussions. First Responder training will ensure responders are aware of changes in policy, roles and responsibilities of SAPR professionals, and spark discussions on how SAPR personnel and responders can effectively work together to achieve the goals of all stakeholders while maintaining the dignity and confidentiality of the victim.
- MCAS Yuma provides consistent coverage of the 24/7 Sexual Assault Support Line. The Installation Commander approved the development of a MOU between the installation and tenant O-6 commanders to provide clarification on roles and responsibilities. An alternate civilian SARC billet was approved for MCAS Yuma SAPR.
- MCB Hawaii will address the Victim Assistance and Advocacy goals by holding SAPR events throughout the year. The intent of these SAPR events are to bring awareness to inappropriate behaviors associated with sexual assault and demonstrate support to all who come forward with their report. These events will not only focus on teamwork and comradery, but also highlight sexual assault awareness and prevention. Every Marine, Sailor, civilian, and family member is encouraged to participate in program events.
- MCB Butler, MCAS Futenma, Camps Fuji & Mujuk will strengthen prevention efforts by conducting training events that address behaviors that increase risk for sexual assault (e.g., alcohol misuse). Events will focus on alternative ways to engage Marines through comradery but also highlight awareness and prevention.
- MCB Camp Lejeune & MCAS New River plan to expand the #BeTheChange public awareness campaign to include information on retaliation and targeted populations, to support victims, supporters, and change makers.

- In addition, MCAS New River Installation SARC will increase oversight of SAPR VA annual training to ensure consistent messaging around the resources of the SAPR program. The SARC has an opportunity after observing training to provide feedback to the SAPR VA so future trainings incorporate accurate information and empower possible victims to come forward to report.

Marine Corps Forces, Pacific (MARFORPAC)

- I Marine Expeditionary Force (MEF) will participate in Sexual Assault Awareness and Prevention Month (SAAPM) Events, conduct SAPR VA Refresher Training, and situate additional uniformed SARCs in geographically dispersed areas.

Marine Corps Forces Special Operations Command (MARSOC)

- MARSOC will host Local Safe Help Room chats. These chats can focus on specific topics or open discussion. They can also be targeted to specific audiences (e.g., survivors, advocates, leadership, friends, and support networks of survivors, etc.).
- For SAAPM 2020, MARSOC will host a male survivor speaker in order to dispel myths, reduce the stigma of reporting, and encourage male Marines and Sailors to report sexual assaults. In addition, various information tables will be available providing local resources for assistance.

Marine Corps Forces Europe and Africa (MARFOREUR/AF)

- MARFOREUR/AF commands are all located on sister Services installations (Army, Air Force, and Navy). The intent is to continue to work closely with sister Service partners to reach every victim of sexual assault and make sure they are supported regardless of uniform. Monthly meetings are conducted with the Army SARC and their command leadership to keep open communication and develop activities for SAAPM. Quarterly meetings are held with Air Force and Navy to keep in touch and support Marines at all locations. When the SARC does site visits, there is an office visit with the SAPR VAs to meet the local SARC to become familiar with all local resources for deployed members.

3. Goal 3—Investigation: “sustain a high level of competence in the investigation of adult sexual assault using investigative resources to yield timely results.”

3.1 Strategic Summary: Summarize your efforts for achieving the Investigation goal. In this strategic summary, include significant updates and/or force-wide changes and/or initiatives begun or completed by your Military Service in FY19. As applicable, include enhancements made to your Military Services’ Special Victim Investigation and Prosecution Capability for Military Criminal Investigative Organizations. Additionally, as applicable, comment on new training enhancements for military criminal investigators, law enforcement personnel, or first responders on sexual assault investigations and preservation of evidence. Also, consider including any new or updated efforts to collaborate and/or share military protective orders

and/or conviction information with civilian law enforcement. There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 3 – Investigation, p. 9)

NCIS recognized that what used to be considered advanced sexual assault training was in fact a level of training required by all NCIS special agents; and in 2019, NCIS included the Adult Sexual Assault Investigator Training Program (AASAITP) curriculum in the Special Agent Basic Training Program (SABTP) for all new agents. AASAITP was developed in order for NCIS special agents to be compliant with the requirement in the Department of Defense Instruction 5505.18, "Investigation of Adult Sexual Assault in the Department of Defense" and 5505.19, "Establishment of Special Victim Investigation and Prosecution (SVIP) Capability within the Military Criminal Investigative Organizations."

3.2 Evidence Processing Challenges: Has your Military Service had any challenges with evidence being processed at the Defense Forensic Science Center (e.g., turnaround time for processing of Sexual Assault Forensic Examination (SAFE) kits and other evidence). How did you address these challenges? (Joint Chiefs of Staff Strategic Direction to the Joint Force on SAPR (May 7, 2012), p. 11)

The Marine Corps has experienced challenges with delays in processing DNA through the Defense Forensic Science Center (DFSC), particularly where the DFSC does not prioritize the testing of Sexual Assault Forensic Examination (SAFE) kits or other physical evidence in cases where the question of sexual contact or intercourse is not in question, despite requests by investigators and trial counsel to do so. This typically occurs when the accused makes a statement to law enforcement admitting the sexual contact, claiming consent. This typically results in a delay because trial counsel are required to explain to DFSC why such testing is necessary (e.g., the testing contributes to meeting to the burden of proof at trial, there may be tactical reasons not to introduce the statement of the Accused, there is a potential for an Accused's statement to be suppressed, etc.). Such challenges are exacerbated when the accused is in pretrial confinement, and the requirement for a speedy trial begins to run. Nonetheless, because Naval Criminal Investigative Service (NCIS) is the primary law enforcement body charged to investigate sexual assaults involving Marine Corps personnel, the Marine Corps defers to NCIS regarding any other challenges germane to this topic.

NCIS has experienced a delay in United States Army Criminal Investigation Laboratory (USACIL) receiving the SAFE kits. The normal shipment timeline has taken upwards of 30 days for the SAFE kit to travel to USACIL. NCIS has been proactively seeking alternative methods to accelerate the shipment of SAFE kits from 30 days to a maximum of 15 days. NCIS is working on plans to obtain the authority to increase the evidence shipment budget to favorably reflect SAFE kits being shipped expedited service vice regular ground shipment. An additional challenge facing the evidence processing dilemma is the USACIL pre-submission process for laboratory examinations. USACIL initiated a policy change that requires up-front submission of DNA reference standards, for a DNA case, before USACIL will begin their analysis. While USACIL will not immediately return evidence impacted by

this change in policy, they may delay the analysis of evidence until appropriate DNA standards are submitted. Many cases have been significantly delayed or have required multiple submissions due to DNA standards not being included with the initial submission. If the pre-submission process is utilized appropriately there can be a 7-10 day reduction in lab processing time. All field offices have been directed to work diligently with their Forensic Consultant in order to experience the best possible outcome with USACIL. NCIS is actively working on a plan to change the shipment/ mailing process.

3.3 (NGB only) GAO Report: Coordination with Office of Complex Investigations (OCI): Describe NGB’s efforts to comply with the cited GAO report, specifically the recommendation to include a requirement in its guidance to collect and maintain supporting documentation as part of its case files that verifies whether and how (1) the National Guard nexus exists for verifying how state National Guard officials determined that sexual assault case acceptance criteria have been met, and (2) the allegation has been referred to the appropriate military criminal investigative organization or civilian law enforcement organization prior to opening an OCI investigation into a sexual assault allegation. (Government Accountability Office Report, GAO-19-109 (December 2018), Office of Complex Investigations Should Update Policies to Require Additional Documentation for Sexual Assault Cases)

N/A

3.4 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Investigation goal.

NCIS has experienced a delay in United States Army Criminal Investigation Laboratory (USACIL) receiving the Sexual Assault Forensic Examination (SAFE) kits. The normal shipment timeline has taken upwards of 30 days for the SAFE kit to travel to USACIL. NCIS has been proactively seeking alternative methods to accelerate the shipment of SAFE kits from 30 days to a maximum of 15 days. NCIS is working on plans to obtain the authority to increase the evidence shipment budget to favorably reflect SAFE kits being shipped expedited service vice regular ground shipment. An additional challenge facing the evidence processing dilemma is the USACIL pre-submission process for laboratory examinations. USACIL initiated a policy change that requires up-front submission of DNA reference standards, for a DNA case, before USACIL will begin their analysis. While USACIL will not immediately return evidence impacted by this change in policy, they may delay the analysis of evidence until appropriate DNA standards are submitted. Many cases have been significantly delayed or have required multiple submissions due to DNA standards not being included with the initial submission. If the pre-submission process is utilized appropriately there can be a 7-10 day reduction in lab processing time. All field offices have been directed to work diligently with their Forensic Consultant in order to experience the best possible outcome with USACIL. NCIS is actively working on a plan to change the shipment/ mailing process.

4. Goal 4—Accountability: “maintain a high competence in holding alleged offenders appropriately accountable.”

4.1 Strategic Summary: Summarize your efforts to achieve the Accountability goal. In this strategic summary, include significant updates and/or force-wide changes begun or completed by your Military Service in FY 2019. As applicable, include enhancements made to the SAPR training provided to those who are affiliated with the Special Victim Investigation and Prosecution Capability program (paralegals, trial counsel, and victim-witness assistance personnel) for responding to allegations of sexual assault. There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 4 – Accountability, p. 9)

The response to this section remains by and large the same as the Marine Corps response contained in last year's report with a few minor changes. As an initial matter, last year's submission made reference to the Marine Corps Bulletin (MCBul) 5800 which was drafted to ensure that the most effective standards, policies, and procedures govern military justice in the Marine Corps. That MCBul has since expired and will be replaced by the Marine Corps Legal Support and Administration Manual (LSAM) military justice volume which has already been drafted and is currently being vetted for publication. The military justice volume of the LSAM will incorporate MCBul 5800 and all previous guidance into a single, permanent document. Last year's submission also discussed the extensive training involving changes to military justice brought on by the Military Justice Act of 2016. All such training is required of both judge advocates and commanders. At the request of the Staff Judge Advocate to the Commandant of the Marine Corps, the Center for Naval Analyses (CNA) is conducting a comprehensive analysis of the provision of legal services throughout the Marine Corps. This analysis will aid in the assessment as to whether the Marine Corps legal community currently possesses sufficient resources and personnel to most effectively perform military justice functions. The report of the CNA study is expected in mid-2020.

4.2 Metrics for Assessing Effectiveness: Provide the metrics your Military Service employs to assess the effectiveness of your Special Victims' Counsel (SVC) / Victims' Legal Counsel (VLC) program. Discuss this year's metrics' outcomes and efforts to enhance SVC / VLC program effectiveness. Please update your Military Service's efforts to fund the SVC / VLC program in the POM process. (section 532 of the NDAA for FY 2016 / section 573 of the NDAA for FY 2013 / SecDef Memorandum, Improving Victim Legal Support, (August 14, 2013) p. 1)

The Victims' Legal Counsel Office (VLCO) has a standing policy that a Victims' Legal Counsel (VLC) should have a caseload of no more than 40 cases at a given time. Individual caseloads above 40 pose a risk to mission because counsel effectiveness tends to degrade due to task saturation. Hence, Regional Victims' Legal Counsel (RVLC) is required to provide weekly justification to the Officer-in-Charge (OIC) to the Marine Corps VLCO as to why any individual VLC caseload exceeds 40 cases, as well as measures taken to reduce the caseload. Marine VLCs provided legal services to approximately 631 victims during FY19, including intakes and initial counseling and guidance. Of these victims, approximately 85% were victims of sexual assault, including sexual assaults perpetrated by an intimate partner. Approximately 15% were victims of other crimes,

including domestic violence. Individual VLC caseloads varied by installation throughout the FY, with counsel assigned to Camp Pendleton, CA and Camp Lejeune, NC routinely detailed between 35 and 38 cases. Counsel assigned to smaller installations were detailed as few as 11 cases. The OIC of the Marine Corps VLCO conducts, at a minimum, one site inspection at each VLC office annually. These site visits allow the OIC to assess effectiveness through personal observations, inspections, and the practice, procedure, and techniques of VLCs and support personnel in the performance of victims' legal counsel functions. Additionally, the OIC assesses the adequacy of facilities and assets provided to VLCs. The Deputy OIC monitors the performance of RVLCs and VLCs and advises the OIC, VLCO of such observations. RVLCs conduct two site visits per year to each subordinate office within their purview. Additionally, RVLCs supervise and monitor the performance of subordinate VLCs through personal observation, reading records of trial and briefs, and meeting and corresponding with senior judge advocates, military judges, sexual assault response coordinators (SARCs), and victim advocates.

In 2019 Judge Advocate Division fielded an online platform to facilitate better case management by individual VLC attorneys and to enable better organizational oversight by the VLCO. Additionally, the VLCO implemented several manpower proposals to improve its ability to grow. The VLCO added one civilian paralegal at Marine Corps Air Station Cherry Point, one reserve appellate VLC attorney, and one additional reserve VLC attorney. The added billets permitted the VLCO to better align the manpower requirements to the expansive mission. In addition to increasing the organizational structure, the OIC, VLCO routinely engaged with leaders internal and external to the Marine Corps VLCO to enhance the organization's mission accomplishment. Within the organization, he held monthly meetings with each of the four RVLCs to communicate about the Special Victims Counsel Certification (SVCC) course curricula and changes in training needs. External to the Marine Corps, the OIC, and VLCO met quarterly with program managers from the various services to discuss the SVCC course as well as SVC/VLC issues common to all the services.

The Headquarters element of the VLCO submits a budget for VLC training and other VLCO mission-essential expenses annually to Judge Advocate Division. Marine Corps Order 5800.16-V4 dictates that funding for training, resources, and facilities is consistently provided across the Marine Corps legal community, and that there is equitable distribution, commensurate with mission requirements, between the services provided by VLC, defense counsel, and trial counsel with respect to access to resources, capabilities, facilities, seats at continuing legal education courses, training funds, and support staff.

4.3 Victim's Preference for Prosecution: Describe your Military Service's process to ensure documentation and tracking of the victim's preference for prosecution by a court-martial or a civilian court with jurisdiction over the alleged offense. (DoD IG Report 2019-064 (March 20, 2019), *Audit of DoD Efforts to Consult with Victims of Sexual Assault Committed by Military Personnel in the United States Regarding the Victim's Preference for Prosecution*)

The Marine Corps follows JAGINST 5800.7F (JAGMAN), which was updated in 2019 to standardize the procedures for capturing and documenting a victim's preference for prosecution by court-martial or by a civilian court with jurisdiction over the offense. The victim's preference for jurisdiction is documented using the standard Victim's Preference Letter (VPL), contained in Appendix A-1-q of the JAGMAN, signed by the victim and the trial counsel or trial paralegal. Specifically, Appendix A-1-q affords the victim the opportunity to express his or her preference for a military or civilian prosecution, and that such preference may be expressed through counsel. The form similarly informs the victim of the opportunity to express his or her preference for a disposition of the case, to include a willingness to participate in investigative and legal proceedings, to include providing testimony, under oath, at a court-martial. Appendix A-1-q also contains a section requiring trial counsel, should the victim prefer civilian prosecution, to annotate which civilian prosecutorial agency was notified and when. It also contains a section in which the trial counsel notifies the victim of said prosecutorial agency and whether that agency accepted or declined jurisdiction of the case in whole or in part. Before the JAGMAN was updated, the Marine Corps was complying with the requirement to obtain a victim's prosecution preference and was documenting that compliance on the Case Analysis Memorandum (CAM) prepared by the trial counsel.

4.4 Catch a Serial Offender (CATCH) Program: Describe your efforts to implement the CATCH Program, to include the plan of action and milestones for force education and response personnel training. (SecDef Memorandum, *Actions to Address and Prevent Sexual Assault in the Military*, (May 1, 2019) p. 2)

The Catch a Serial Offender (CATCH) program is implemented and executed by Naval Criminal Investigative Service (NCIS). To the extent that the Marine Corps legal community is involved, Marine Corps VLCs are able to discuss and provide counseling to qualifying victims.

NCIS has no significant changes from last year's response.

USMC Plan of Action

1. CATCH Program Implementation:

COMPLETED:

- HQMC SAPR has conducted teleconferences reviewing questions from fleet SAPR personnel prior to and after the launch of CATCH (continuous)
- Updated frequently asked questions (FAQ) from teleconference(s), questions posed by the fleet, meetings with DoD SAPRO, and leadership (continuous)
- HQMC SAPR conducts a weekly all SARC email that includes CATCH updates, to include reminders to log into the CATCH database (continuous)
- HQMC SAPR CATCH points of contact conduct weekly audits of SARC log in access (continuous)

PENDING:

- Development of training scenario for SARCs and SAPR VAs (Qtr 1, FY20)
- Add CATCH scenarios in hip pocket guides (Qtr 2, FY20)

- USMC specific protocols published in supporting NAVMC (Qtr 2 FY20)

2. Force Education:

COMPLETED:

- Commanders Course training slides included CATCH as a victim resource
- Behavioral Health Executive Counsel received training and education of CATCH program with HQMC SAPR SME and NCIS agent

PENDING:

- CATCH training slides will be added to SAPR annual training slides

3. Response Personnel Training:

COMPLETED:

- SAPR Initiative Committee (SIC), facilitated biannually by HQMC SAPR, provided education to Marine Forces SARCs for further training to SARCs, SAPR VAs, and leadership
- SARC Annual Training, hosted by HQMC SAPR, included training and education
- CATCH protocols and documents posted on SARC and SAPR VA Workspaces

PENDING:

- 40 hour initial SAPR VA training, pending fleet wide release 1 Oct 2019-1 Jan 2020, includes CATCH training slides (Qtr 1, FY20)
- Initial SARC training will be updated with CATCH training slides
- SIC - review of current protocols, data points, barriers, additional training needs (Qtr 2, FY20)

4.5 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Accountability goal.

The Marine Corps continued to ensure special victim prosecutors were able to maintain a high level of competence by adhering to specialized training requirements for these positions established and described in prior reports. At the same time, the Staff Judge Advocate (SJA) to the Commandant of the Marine Corps (CMC) directed an Operational Advisory Group to study Special Victim Case Processing and identify areas where the Marine Corps may find efficiencies during the investigation and prosecution of special victim cases. This group developed standard procedures for special victims' prosecutors to be detailed to cases earlier, gather victim preferences earlier, and generally take actions to assist in improving the processing timeline for special victim cases. Taken together, these measures enhanced the Marine Corps' ability to provide competent and efficient prosecution of special victim cases.

The SJA to the CMC worked with the Sexual Assault Accountability and Investigation Task Force (SAITF) established by the Secretary of Defense to identify, evaluate, and recommend immediate and significant improvements to the prosecution of sexual assault cases. The Marine Corps, in conjunction with the other services, is currently working to implement the recommendations of this task force to formalize and standardize training for

commanders exercising Sexual Assault Initial Disposition Authority, as well as conducting a compliance review of the Special Victim Investigation and Prosecution (SVIP) capability across all military justice practitioners.

In August 2019, the Secretary of the Navy directed a Comprehensive Review of uniformed legal services in the Department of the Navy. This review complements the work already being done by the Center for Naval Analyses' examination of the provision of legal services throughout the Marine Corps. The Comprehensive Review's holistic review is specifically intended to make detailed findings and recommendations to ensure that the Navy and Marine Corps uniformed legal communities are best organized, manned, trained, and equipped to support the Department of the Navy's mission. The review includes specific areas of interest, including career education for judge advocates at the mid-career level and talent management of the judge advocate community to create and employ specialty skills.

In addition to increasing the inventory of personnel with the 4409 (Criminal Law) Additional Military Occupational Specialty (AMOS), the SJA to the CMC has evaluated the curriculum of the degree granting programs and determined all Master of Laws (LL.M.) degrees will be obtained at The Judge Advocate General's Legal Center and School (TJAGLCS). TJAGLCS students are also trained in the duties of staff judge advocates, advising commanders on issues to include the fair and effective management of the legal process regarding those suspected of crimes.

Upon graduation from TJAGLCS with advanced degrees in military justice and the 4409 AMOS, mid-career Marine Corps judge advocates are assigned to complex litigation roles as trial counsel with the Complex Trial Teams (CTT) or in supervisory roles such as Regional Trial Counsel (RTC) or Senior Trial Counsel (STC) at each of the four Legal Services Support Sections (LSSS). Prioritizing these assignments continues to elevate the practice of law in the military justice system by ensuring current, mature, and well-educated attorneys as serving in leadership roles.

5. Goal 5—Assessment: “effectively measure, analyze, assess, and report SAPR Program progress to improve effectiveness.”

5.1 Strategic Summary: Summarize your efforts for achieving the Assessment goal. In this strategic summary, include significant updates and/or force-wide changes begun or completed by your Military Service in FY 2019. As applicable, include any new training your Military Service has implemented for SARCs and SAPR VAs during the past year and how you measure the training's effectiveness. There is no need to repeat prior Annual Report submissions if these processes have remained largely the same as in previous years. (DoD Sexual Assault Prevention and Response Strategic Plan, 2017-2021 (December 1, 2016), Goal 5 – Assessment, p. 10)

The initial SAPR Victim Advocacy 40-hour course was revised to focus on industry standards in advocacy, skill building, and trauma-informed care. Activities were included with each topic to reinforce learning and provide individuals with the opportunities to practice skills. Sexual Assault Response Coordinator (SARC) training is currently being updated and revised for Installation, Command, and Marine Forces (MARFOR) SARCs. Measures of effectiveness were incorporated in this training to measure change in attitudes, behavior, and intentions via pre- and post-tests. The results will inform future training and education materials as well as topics included in the in-person SARC Annual Training event.

In June of 2019, HQMC SAPR hosted annual training to provide SARCs with continuing education towards their D-SAACP certification. Topics included prevention (primary, through a socio-cultural lens, and the Marine Corps prevention system), self-care, policy updates, leadership briefs (Department of Defense, Department of Navy, and Marine Corps), ethics, program evaluation, D-SAACP, DSAID, and data. Pre- and post-tests were included each day to examine training effectiveness and to inform the 2020 SARC Annual Training.

The Marine Corps is currently working with RAND on Getting to Outcomes (GTO), a DoD-funded project taking place FY20 aboard 2d MAW locations. The USMC project includes evaluating "Take a Stand" non-commissioned officer (NCO) Bystander Intervention Training, annually required training, as well as the SAPR program delivery process at 2d MAW. The GTO training evaluation portion will also include alternative instruction methods testing, e.g. small unit discussion, additional content dosages, and primary prevention-centric training tools. Collected data and outcomes will inform SAPR programs, training, and processes.

In June of 2019, HQMC Embedded Preventive Behavioral Health Capability (EPBHC) participated in the SAPR Initiative Committee (SIC) to update SAPR field personnel on the scope and functions of EPBHC from a HQMC perspective. During the training, participants discussed potential areas in which field staff from both programs may be able to synchronize their behavioral health prevention efforts. Following the training, HQMC EPBHC incorporated representation from HQMC SAPR into an upcoming site engagement visit to III Marine Expeditionary Force (MEF) in order to model and encourage collaborative behavioral health prevention efforts in the field.

During a HQMC integrated site engagement visit to III MEF, HQMC EPBHC personnel facilitated an integrated exercise involving III MEF EPBHC and SAPR field staff. The purpose of this exercise was to demonstrate an integrated relationship between EPBHC and SAPR. During the exercise, field personnel from both programs identified areas in which they are currently collaborating and areas where they could potentially collaborate. The group also discussed future opportunities for collaboration. This information will be used to inform future enterprise-wide prevention policy and program development.

5.2 Future Plans: Describe your leadership-approved future plans (if any) to further improve the achievement of the Assessment goal.

As in prior years, HQMC SAPR is committed to improving the quality of the reporting data we collect. Weekly, monthly, and quarterly audits will ensure that Marine Corps reporting data will be as complete and clean as possible.

Rank-specific training is currently under development and revisions to the currently implemented training, specifically “Step Up” Bystander Intervention Training for Junior Marines is being updated. These curricula focus on a Marine’s rank and responsibility, role in the SAPR program, response, and prevention. Measures of effectiveness are being incorporated into each curriculum based on of the Theory of Planned Behavior. Currently under development, Staff Non-Commission Officer (SNCO) training will be piloted with the target demographic prior to implementation so changes and feedback can be incorporated.

During August 2019, HQMC Behavioral Programs’ EPBHC, SAPR, and Suicide Prevention representatives conducted an integrated site engagement visit at III MEF to meet with stakeholders from each of these programs and discuss integrated behavioral health prevention efforts among embedded behavioral programs assets. Future plans to continue this effort include replicating the site engagement visit at I and II MEFs. Upon completion of these trips, HQMC will use the information gathered to develop guidance for assessing behavioral health prevention efforts in the field.

6. Core Functions: Communication and Policy: Provide a brief summary for new efforts taken in FY 2019 on the following:

6.1 General/Flag Officer Discussion on Career Impacts Due to Retaliation: How is your Military Service ensuring that sexual assault victims, uniformed witnesses, bystanders, and first responders involved in a sexual assault report are provided information on their right to discuss the career impacts with a General/Flag Officer if they believe those impacts were due to their report of retaliation or the assistance they provided to the retaliation reporter. (DoD Retaliation Prevention and Response Implementation Plan (January 2017), p. 13-14)

Marine Corps Victims’ Legal Counsel (VLC) are able to meet with qualifying victims and provide counseling regarding their right to discuss the career impacts with a General Officer, if they believe those impacts were due to their report of retaliation. The Opportunity, Diversity, and Inclusion office does not collect information regarding sexual assault reporting. In addition, the Military Equal Opportunity office (Equal Opportunity Advisor, Equal Opportunity Representative, or Command Equal Opportunity Manager) does not provide information on rights and responsibilities regarding Sexual Assaults to any sexual assault victims, uniformed witnesses, bystanders, and first responders.

IGMC’s policy, which has been approved by DoD OIG and separately by GAO during a 2018 audit, permits only IGMC investigators to analyze and investigate all complaints of military whistleblower reprisal. The purpose of this policy is to ensure that only expertly trained investigators conduct these investigations. IGMC provides investigative findings to cognizant agencies, in accordance with applicable standards.

- DoD OIG's current policy requires service IGs immediately to report allegations of reprisal that arose from sexual assault reports to DoD OIG. Most times, DoD OIG assigns those cases to one of its own three sexual assault reprisal investigative teams for special handling, relieving service IGs of the responsibility to investigate those allegations.
- The Marine Corps considers NAVMC DIR 1700.23F, "Request Mast Procedures" and MCO 1723.7F, "Request Mast" to define one's right to discuss matters of concern with a General Officer. The Marine Corps commonly interprets these standards to allow Request Mast only for certain types of issues that commanders are able to influence; this usually excludes from appropriate Request Mast topics those for which other established avenues of redress exist, such as military whistleblower reprisal.
- IGMC trains Command Inspectors General (CIG) to receive and process allegations of retaliation resulting from any kind of report of wrongdoing, including retaliation. The training specifies that CIGs must report all allegations of professional retaliation to IGMC and may not, themselves, take investigative actions.
- IGMC's website offers information regarding retaliation and a complaint form for use by complainants. Also, three expert military whistleblower reprisal investigators are available to answer questions by phone during normal working hours on most workdays.
- In whistleblower reprisal cases involving senior personnel or personnel assigned to Flag-level commands, the Commanding General (CG) typically serves as the final disposition authority; as a result, reporting retaliation complaints directly to the CG could create a conflict.
- The Marine Corps refers all military whistleblower reprisal complainants to the Board for Correction of Naval Record (BCNR) if they wish to change information in their military records. BCNR is the only DON agency authorized to remove or replace information in a member's permanent record.

Training materials have been updated at the HQ level. All unit SOPs include information about retaliation processes and protections as do Policy Statements. All reports of retaliation are address at the monthly Case Management Group meeting and anyone who makes a report of retaliation is informed of their right to discuss their career concerns with a General/Flag Officer.

The information is verbally provided to victims when they meet with a SARC or SAPR VA. If a situation presents itself where a victim wants to discuss their career impact with a GO/FO, the SARC/SAPR VA will inform the victim of their right to discuss career with the first GO/FO. SOPs and command orders are in process of being updated to reflect the new guidance published in MCO 1752.5C.

At each Case Management Group (CMG), the Installation SARC asks Commanders if individuals mentioned above experienced retaliation and provides resources to assist with dealing with these issues.

At first meeting, victims are provided an information sheet (excerpt from DoDI 6495.02, Enclosure 4, paragraph 7) that lists the resources available to them for reporting retaliation and this list includes the following paragraph:

h. A G/FO if the victim believes that there has been an impact on their military career because they reported a sexual assault or sought mental health treatment for sexual assault that the victim believes is associated with the sexual assault. The victim may discuss the impact with the G/FO.

If an official report of retaliation is made by a uniformed witness, bystander, or first responder, the reporter would be made aware of their right to discuss any career impacts they perceive to be a direct result of their report of retaliation or assistance provided to a reporter with the G/FO.

- MCB Camp Pendleton educates the audience on retaliation and reporting avenues in every training class conducted. Camp Pendleton SAPR is briefed at every CMG regarding any form of retaliation to a victim or advocate. SAPR also works closely with NCIS and Victim's Legal Counsel (VLC), and informs victims and witnesses of their rights, if it is brought to SAPR's attention.
- MCAS Yuma refers personnel to the VLC or informs them of the option to speak with the local Inspector General in order to determine the next course of action.
- MCLB Barstow SAPR VAs and Installation SARC educate Marines and leadership is aware of their rights, and whom to contact, if they experience retaliation. This is done through annual Marine trainings.
- MCB Hawaii conducts retaliation reporting at the monthly CMG meeting, and tracked incidents using the HQMC SAPR quarterly retaliation report. SARCs and SAPR VAs are required to inform victims of the resources available to report instances of retaliation, reprisal, ostracism, maltreatment, and sexual harassment, or to request a transfer or Military Protective Order (MPO). Marines receive annual training and safety stand downs, as well as pre-deployment briefings. Victims of sexual assault have options and may report allegations through a SARC or SAPR VA, VLC, their immediate commander, and/or Inspector General,
- MCB Butler, MCAS Futenma, Camps Fuji & Mujuk disseminate retaliation information through all SAPR briefs to include, but not limited to, New Join briefs, SAPR annual training for both military and civilians, resource briefs, and engaging leadership discussions. All reports are tracked through CMG meetings until the report of retaliation is disposed of.

- MCAS Iwakuni SAPR VAs communicate retaliation policy in the new 40-hour course and pass along retaliation specifics when involved in a case.
- MCB Camp Lejeune & MCAS New River includes retaliation reporting procedures in the “Take a Stand” non-commissioned officer Bystander Intervention Training and in the new SAPR VA 40-hour course.
- I MEF response to reprisal and retaliation is addressed via the following documents, ventures, and professionals: VLC, DD2701, CMG Briefing, and 8 Day Brief Questions.
- MCRD San Diego has included in SOP and policy statements how persons may report retaliation. SAPR VAs are trained to provide avenues to report victim retaliation. Reported retaliations are tracked at the CMG to ensure they are appropriately addressed.
- MCRD Parris Island continues to provide effective training, assesses and requests personnel as needed, and holds offenders accountable when possible.
- Marine Air Ground Task Force Training Command (MAGTFTC) educates individuals upon initial meeting and informs them of their right to talk to the VLC who may be able to go into more depth of the topic. We work hand-in-hand with other resources to ensure that all potential supporting assets (e.g., Uniformed Readiness Coordinators (URC), Marine Corps Community Services) are educated on retaliation and how the reporting process works.

6.2 Retaliation Educational Materials: What educational materials have been developed for retaliation reporters to familiarize them with retaliation processes and procedures? (DoD Retaliation Prevention and Response Implementation Plan (January 2017), Task Number 3.4, p. 19)

DoD OIG offers extensive guidance for military whistleblower reprisal complainants on its website and IGMC’s website links to DoD’s. Additionally, IGMC provides extensive reprisal training materials to CIGs to familiarize them with the statute and investigative process. CIGs may use those classroom products to familiarize complainants with the process.

Every curriculum produced by HQMC SAPR, for SAPR professionals and the total force, contains information about retaliation to include definitions, reporting options, and prevention measures. For example, the impact of trauma and trauma-informed leadership is discussed as well as effective communication. HQMC SAPR works collectively with Opportunity, Diversity, and Inclusion to ensure that the same language is being incorporated into training specific to sexual harassment.

The updated Marine Corps Order includes retaliation protections, processes, and procedures. Within MARFORRES, SOPs provide information about retaliation protections and Points of Contact are included. Policy Statements are reviewed for retaliation information as well.

MARFORCOM has a poster on reporting retaliation, as a result of Marines United. The poster was shared with its subordinates. The poster lists all of the resources for reporting retaliation. SARC and SAPR VAs inform victims of their resources for reporting retaliation when they meet with the victims. With all SAPR annual training, reporting of retaliation is captured. However, the command has not developed any educational materials outside of what has been approved by MF SAPR.

MCICOM reports the following use of retaliation education materials in Marine Corps installations such as:

- MCB Hawaii has incorporated the retaliation reporting process into the annual SAPR training, as well as safety stand downs and pre-deployment briefings. Victims who file an Unrestricted Report of sexual assault may also report allegations of retaliation, reprisal, ostracism, and maltreatment to their SAPR VA or SARC, their chain of command, Inspector General, or (with the victim's permission) the SAPR VA or SARC may report allegations through the monthly CMG meeting.
- MCB Butler, MCAS Futenma, Camps Fuji & Mujuk provide retaliation information on flyers and pamphlets that are also posted throughout the installations. SAPR VA training also provides information to advocates who go over the victim's rights and the process for retaliation reporting when working with a victim. Retaliation information is presented during every SAPR brief.
- MCAS Cherry Point installation SARC ensures that all victims are given the USMC policies and procedures regarding retaliation.
- MCB Camp Lejeune & MCAS New River SARCs/SAPR VAs provide information and education on retaliation to all victims of sexual assault as a part of safety screening and planning to include resource options for reporting. Victims are linked to Victims' Legal Counsel as requested to provide additional support and education on reporting retaliation. "Take a Stand" non-commissioned officer Bystander Intervention Training include a module for retaliation and their reporting options, as well as the opportunity for a G/FO review. The MCIEAST SOP and MCAS New River Station SOP for SAPR include information on reporting retaliation. In the future, retaliation information and materials can be communicated via the SAPR webpage.

7. National Defense Authorization Act (NDAA) Requirements:

Provide your Military Service’s status on the NDAA sections listed below. There are unique requirements embedded within each NDAA section’s language, so referring to the entire section is necessary.

After reviewing the designated NDAA section:

- If the requirement(s) has/have been implemented, provide the completion date and a short narrative (150 words or less) describing the action taken. For example: “Completed January 15, 2019. Requirement added to AR 600-20, Army Command Policy.”

- If the requirement(s) has/have not been implemented, provide the projected completion date and a short narrative (150 words or less) on the status. For example: “Projected completion date is October 2019. Addition of the policy to AR 600-20, Army Command Policy, is currently pending legal review.”

7.1 FY 2019 SEC. 545. Development of Resource Guides Regarding Sexual Assault for the Military Service Academies

N/A

7.2 FY 2018, SEC. 520. Consideration of Additional Medical Evidence by Boards for the Correction of Military Records and Liberal Consideration of Evidence Relating to Post-Traumatic Stress Disorder or Traumatic Brain Injury

The Board for Correction of Naval Records (BCNR) has considered medical evidence of the Department of Veterans Affairs (VA) or of civilian health care providers since long before the 2017 enactment of this requirement. In addition, the Board has applied liberal consideration to cases involving claims of Post-Traumatic Stress Disorder (PTSD) or related conditions, such as Traumatic Brain Injury (TBI), since 3 September 2014, when then-Secretary of Defense (SECDEF) Hagel issued a memo requiring such consideration. Under that policy, the BCNR has not limited liberal consideration in cases involving PTSD, TBI, or related conditions to combat- or sexual assault-related PTSD or TBI, but grants liberal consideration to all cases involving service-related PTSD, TBI, or other mental health condition.

7.3 FY 2018, SEC. 521. Public Availability of Information Related to Disposition of Claims Regarding Discharge or Release of Members of the Armed Forces When the Claims Involve Sexual Assault

Completed in or about March 2018. Since then, in accordance with this requirement, the BCNR has published on its public website, on a quarterly basis, the number and disposition of claims decided during the preceding quarter in which sexual assault is alleged to have contributed to the characterization of service. (See <https://www.secnav.navy.mil/mra/bcncr/Pages/BCNR-Data.aspx>.)

7.4 FY 2018, SEC. 522. Confidential Review of Characterization of Terms of Discharge of Members Who Are Victims of Sex Related Offenses

Under section 547 of the FY15 NDAA (codified at 10 U.S.C. § 1554b by section 522 of the FY18 NDAA), the BCNR, in February 2015, began to require examiners presenting applications requesting a discharge upgrade from applicants alleging they were victims of sexual assault to inform the Board to consider the psychological and physical aspects of the applicant's assault, and to determine what bearing it may have had on the circumstances surrounding the discharge. The Board has not limited sexual assaults to those "sex-related offenses" enumerated in section 1554b (rape, sexual assault, forcible sodomy, or attempts), but has extended the requirement to cases involving sexual harassment and other sexual misconduct. Also, pursuant to the same statute, the Board has, since February 2015, employed a confidential process for applicants alleging their discharge was adversely affected by their sexual victimization, limiting access to the case file to those staff and members—and mental health professionals—with a need to know. Finally, the Board does not publish its decisions in such cases.

7.5 FY 2018, SEC. 523. Training Requirements for Members of Boards for the Correction of Military Records and Personnel Who Investigate Claims of Retaliation

Since 2017, in accordance with section 534(c)(1) of the FY 17 NDAA, the BCNR has provided, on an annual basis, comprehensive training in a uniform curriculum approved by the SECDEF to BCNR staff and new members. (Current members who have received training are retrained once every five years.) Since 2018, pursuant to section 523 of the FY18 NDAA, this training has included the proper handling of claims in which a sex-related offense is alleged to have contributed to the applicant's characterization of service. (All staff and current and new members were retrained in February 2019 due to the new requirement.)

7.6 FY 2017, SEC. 533. Availability of Certain Correction of Military Records and Discharge Review Board Information Through the Internet

Completed in or about March 2018. Since then, in accordance with this requirement, the BCNR has published on its public website, on a quarterly basis, (1) the number and disposition of claims decided during the preceding quarter in which a mental health condition of the applicant, including PTSD or TBI, is alleged to have contributed to the applicant's characterization of service, and (2) the number and disposition of claims decided during the preceding quarter that relate to an applicant's service during a war or contingency operation, catalogued by war or contingency operation. (See <https://www.secnav.navy.mil/mra/bcncr/Pages/BCNR-Data.aspx>.)

7.7 FY 2017 SEC. 542. Effective Prosecution and Defense in Courts-Martial and Pilot Programs on Professional Military Justice Development for Judge Advocates

The Marine Corps has implemented career progression, training, experience requirements, and assignment criteria to ensure that well-qualified judge advocates prosecute and defend sexual assault cases. The assignment criteria ensure that only those attorneys who have experience trying contested cases, who have demonstrated an aptitude for the courtroom, and who have received recommendations from supervisors may try SVIP cases. SVIP cases include murder, manslaughter, death or injury of an unborn child, rape and sexual assault, domestic violence involving grievous bodily harm, child pornography, or any attempts to commit those offenses. SVIP prosecutors also require additional sexual assault prosecution training that they normally receive by attending a one week Trial Counsel Assistance Program (TCAP) annual training seminar. The Marine Corps attempts to ensure that all attorneys who supervise litigation possess the LL.M. in Criminal Law. Currently 64 senior judge advocates possess an LL.M. in Criminal Law.

7.8 FY 2017, SEC. 547. Notification to Complainants of Resolution of Investigations into Retaliation

IGMC sends formal correspondence (letter in .pdf format) and a redacted report of investigation (ROI) to every military whistleblower reprisal complainant. If the cognizant commander takes administrative or disciplinary action in response to information in the ROI (including the positive decision not to take action), IGMC records the action in the case file. Notifying a complainant of actions taken against the investigation's subject would violate the subject's privacy.

7.9 FY 2015, SEC. 508. Required Consideration of Certain Elements of Command Climate in Performance Appraisals of Commanding Officers

MCO 5354.1E directs the completion of Command Climate Assessments and the frequency in which they are to be conducted. The willful failure of the commander to comply with assessment requirements shall result in a mandatory fitness report comment.

7.10 FY 2014, SEC. 1721. Tracking of Compliance of Commanding Officers in Conducting Organizational Climate Assessments for Purposes of Preventing and Responding to Sexual Assaults

The Opportunity, Diversity, and Inclusion Office is the owning office for MCO 5354 and tracks the compliance for the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) which has been designated as the service instrument for conducting Command Climate Assessments. Compliance is tracked as a whole across all Organizational Factors and for the last calendar year (2018), the Marine Corps had a 97% Completion rate.

8. Analytics Discussion

8.1 Military Services & NGB*: Provide an analytic discussion (1,500 words or less) of your Statistical Report of reported sexual assault cases from the Defense Sexual Assault Incident Database (DSAID). Required elements included on this template are information on Unrestricted Reports; Restricted Reports; service referrals for victims alleging sexual assault; and case synopses of completed investigations.

*NGB should provide comments based on its available information and data.

This section must briefly address each of the following:

- Notable changes in the data over time
- Insight or suspected reasons for noted changes, or lack of change, in data
- The application of insights from data analyses for programmatic planning, oversight, and/or research
- Total number of Sexual Assaults (Restricted Reports and Unrestricted Reports) over time (since FY 2008) **(Metric #11)**
- The number of sexual assault investigations completed by the MCIO in the FY and the corresponding mean and median investigation length. Case open date can be in any year, but the close date must be by the end of the FY **(Non-Metric #6)**
- The number of subjects with victims who declined to participate in the military justice process **(Metric #7)**
- Command action for military subjects under DoD legal authority (to be captured using the most serious crime investigated, comparing penetration to contact crimes) **(Non-Metric #1)**
- Sexual assault court-martial outcomes (to be captured using the most serious crime charged, comparing penetration to contact crimes) **(Non-Metric #2)**
- Summary of referral data – Unrestricted and Restricted Reports - either referrals received from other sources or referrals made to other sources (e.g., medical/mental health, command, criminal investigation/security services, legal, civilian, or VA authorities, etc.)
- Any other information relating to sexual assault case data

SUMMARY OF THE DATA

Overview of Sexual Assault Reports in the Marine Corps

The number of sexual assault reports that the Marine Corps received in FY19 was 1149. Despite some expected variation from year to year, reported sexual assaults remain rather consistent over time. As in previous years, most victims in Marine Corps reports were enlisted females (E1-E4) electing SAPR services via the Unrestricted Reporting option. The most notable difference in FY19 reports is that the percentage of in-Service incidents involving alcohol is lower than in prior years.

Data Source. In accordance with the 2009 NDAA, the DoD maintains a centralized, case-level database for the collection and maintenance of information regarding sexual assaults reports in the military. The Defense Sexual Assault Incident Database (DSAID) is a Service-wide database that relies on data from multiple sources, including Sexual Assault Response Coordinators (SARCs), Headquarters Marine Corps (HQMC) Sexual Assault

Prevention and Response (SAPR), HQMC Judge Advocate Division, and Naval Criminal Investigative Service (NCIS). As the system of record for all sexual assault report data in the military, we used DSAID to compile the information in this report.

DSAID data are live and subject to change. While we made every effort to align the current results from previous annual reports, this analytic discussion represents a snapshot in time from the live database. It is possible that some data from sexual assault reports filed in prior years will differ slightly from previously published numbers. In these instances, data are current as of 20 November 2019.

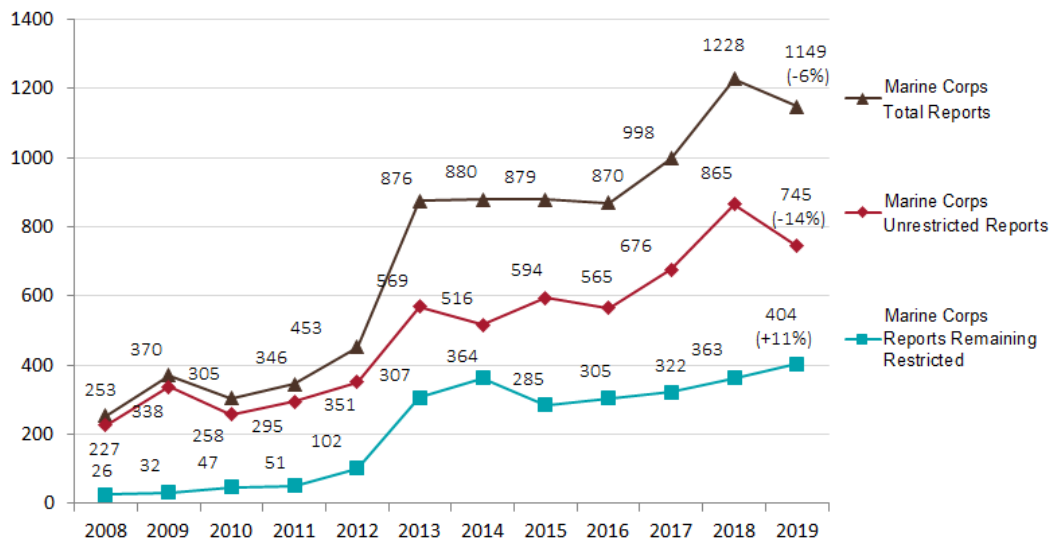
ALL SEXUAL ASSAULT REPORTS

Reports of Sexual Assault over Time (Metric #11)

In FY19, the Marine Corps received 1149 reports of sexual assault. While this is slightly lower than FY18 (1228), it appears to maintain the increase of reports over time. The Marine Corps received more Restricted Reports in FY19 than in previous years, but it is too soon to tell if this is an anomaly or the start of a trend. Figure 1 shows the number of sexual assaults reported to the Marine Corps from FY08-FY19.

Victim choice largely drives requested services and reporting preferences within the SAPR program. The sustained overall increase in reports suggests that Marines continue to seek supportive services to which they may not otherwise have access.

Figure 1. Metric 11: Sexual Assault Reports by Report Type (FY08-FY19)



Victim Gender in All Reports

The majority of victims in FY19 sexual assault reports were women (78.3%). The percentage of male victims in reports likewise remained constant (21.7% in FY19 compared to 21.8% in FY18). Men and women file Unrestricted Reports at approximately the same rate overall. Since FY14 66.4% of women and 67.4% of men reporting a sexual assault to the Marine Corps have done so via an Unrestricted Report.

Conversions from Restricted to Unrestricted Reports

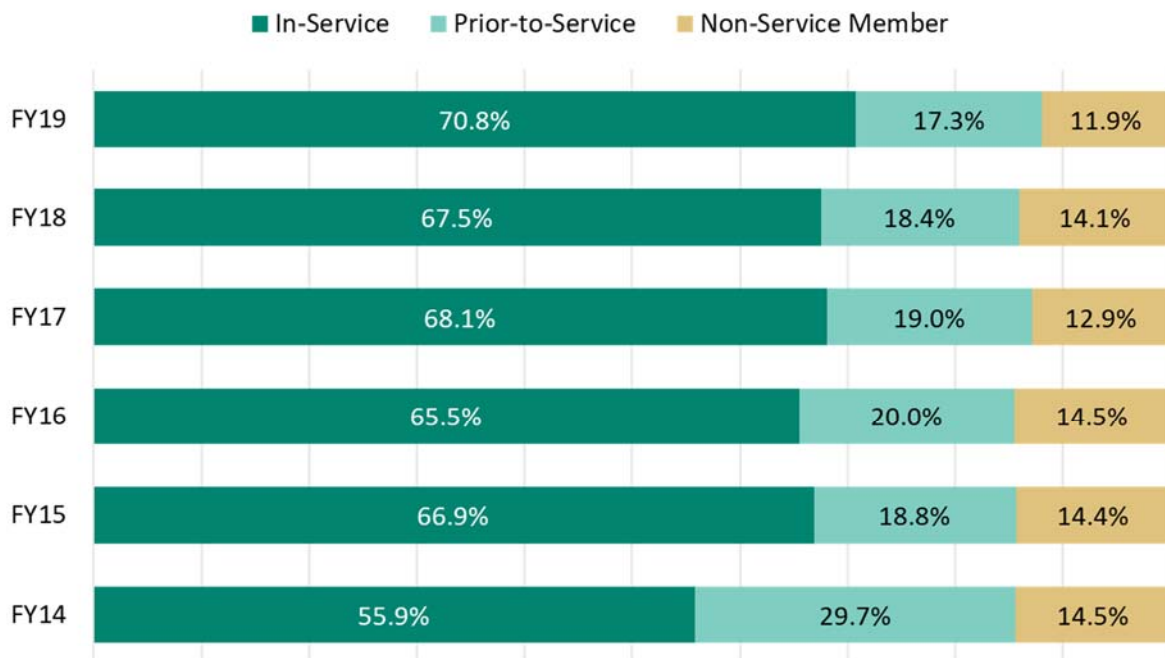
In FY19, 106 victims elected to convert their report from Restricted to Unrestricted, slightly more than any prior year. Marines may choose to convert to an Unrestricted Report at any time and for a variety of reasons, such as a desire for their Command's support, access to additional services (e.g., expedited transfer), or wanting to pursue a criminal investigation.

Victim Military Status

The Marine Corps offers SAPR services to active duty and reserve members of the military, adult military dependents, and DoD employees and contractors OCONUS. Figure 2 below depicts the proportion of all reports involving a non-Service member victim, Service member victim reporting a prior-to-Service incident, and Service member victim reporting an in-Service incident. The composition of victim service status in Marine Corps reports has remained relatively constant since FY15.

In the graph (Figure 2), in-Service indicates incidents that occurred while the victim is in the military; non-Service member indicates that the victim was a civilian (either SAPR-eligible or non-eligible) or foreign national; and prior-to-Service are incidents occurring before the victim entered military Service.

Figure 2. Most Reports are for In-Service Incidents (FY14-FY19)

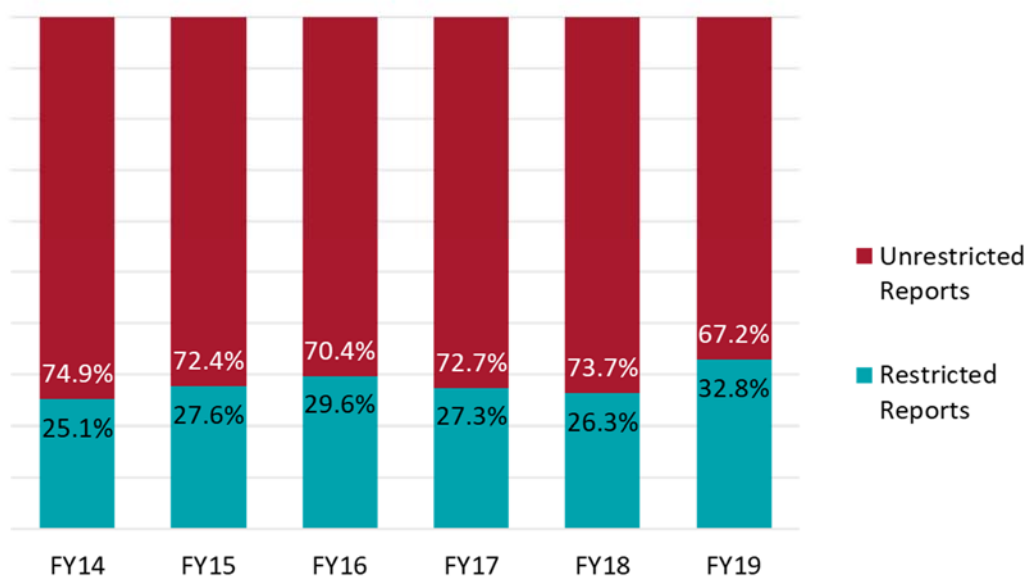


Report Type

As in previous years, the majority of reports we received were for incidents occurring during a Service member's time in the military. The proportion of Unrestricted to Restricted Reports for In-Service Incidents has remained relatively constant since FY14. Figure 3 shows in-Service incidents by report type over time.

VICTIMS WITH REPORTS OF IN-SERVICE INCIDENTS

Figure 3. Most In-Service Incidents are Reported Via Unrestricted Reporting (FY14-FY19)

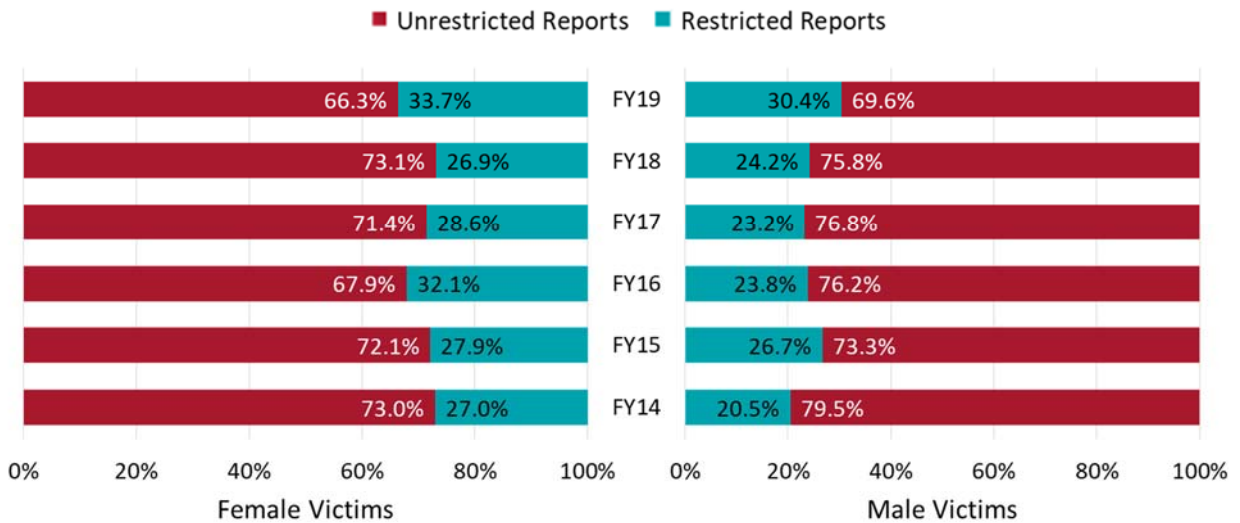


Victim Demographics for In-Service Incidents

Men comprised 25.1% of the victims in FY19 reports of in-Service incidents, sustaining the jump in male reporting that began in FY16.

Men file Unrestricted Reports for in-Service incidents in a slightly greater proportion than women. In FY19, 69.6% of male victims were associated with an Unrestricted Report for an in-Service incident; 66.3% of female victims filed Unrestricted Reports in the same year. Both men and women elected Restricted Reporting more frequently in FY19 than in years past. Figure 5 depicts the proportion of report type by victim gender for in-Service incidents reported in FY14-FY19.

Figure 4. Men and Women Elect Unrestricted Reporting at a Similar Rate (FY14-FY19)

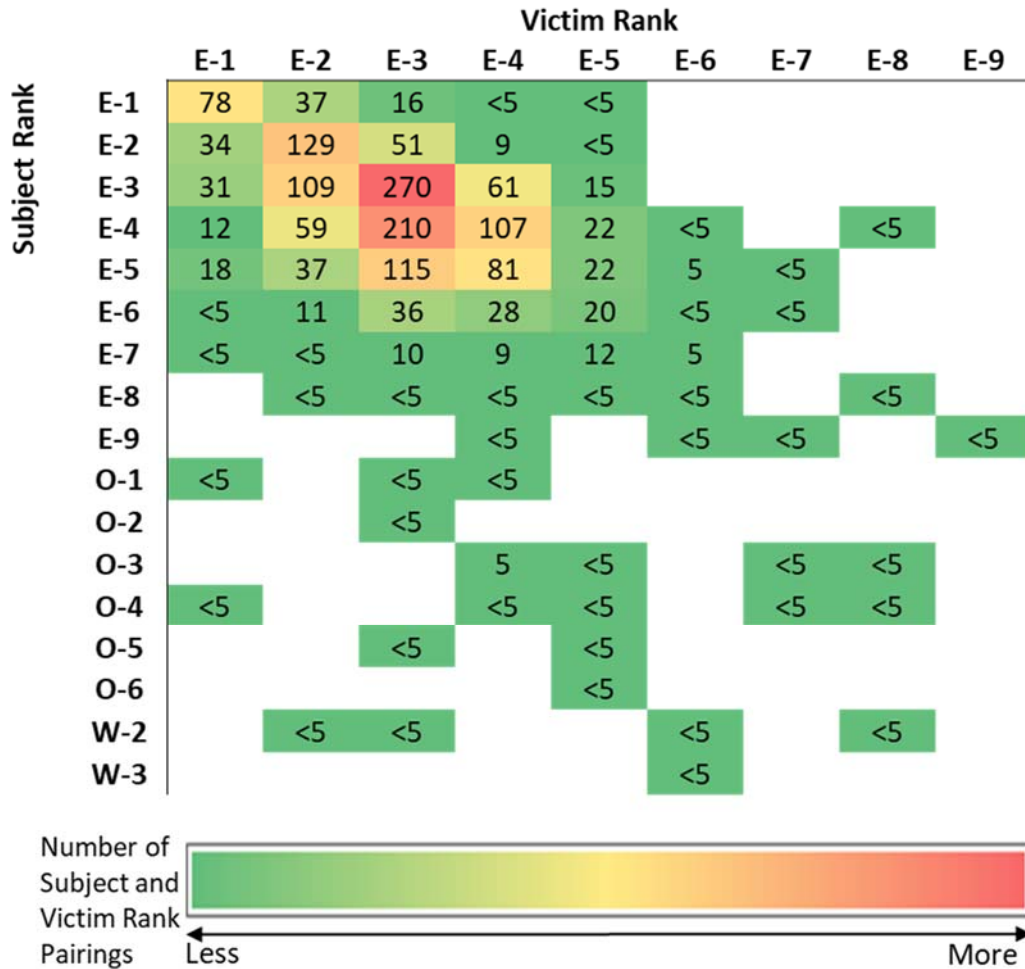


Ranks and Relationship between Victim and Subject

Since FY14, 97.7% of all victims reporting in-Service sexual assaults were enlisted; the remaining 2.3% of victims were commissioned officers or chief warrant officers. Lance Corporals (E-3) continue to be the most frequent victim rank to report a sexual assault to the Marine Corps. In FY19, 35.5% of all in-Service reports involved an E-3 victim, down slightly from 38.2% in FY18. Lance Corporals comprise approximately 23% of active duty Marines, making it the most populous rank in the Marine Corps. The percentage of reports with Lance Corporal victims is disproportionate to the composition of the Marine Corps. Sexual assault is a grossly underreported crime; we cannot determine if Lance Corporals are more likely to be sexually assaulted or more likely to report.

Analysis of in-Service report data over time suggests that Service Member victims and subjects are often peers or near-peers (no more than one rank higher or lower). Service Members indicated that the subject was an acquaintance (29.5%), coworker (15.5%), or friend (11.2%). It is worth noting that subject rank data are limited to Unrestricted Reports as the Marine Corps only collects detailed subject information for individuals titled in a law enforcement investigation. HQMC SAPR continues to develop and offer additional resources to better equip leaders at all levels to discuss issues such as consent, boundaries, and healthy relationships with their Marines. The heat map in Figure 6 illustrates the relationship between victim and subject rank, aggregated from FY14-FY19.

Figure 5. Most Service Member Victims and Subjects are Peers or Near-Peers (FY14-FY19 Aggregated)



Incident Details

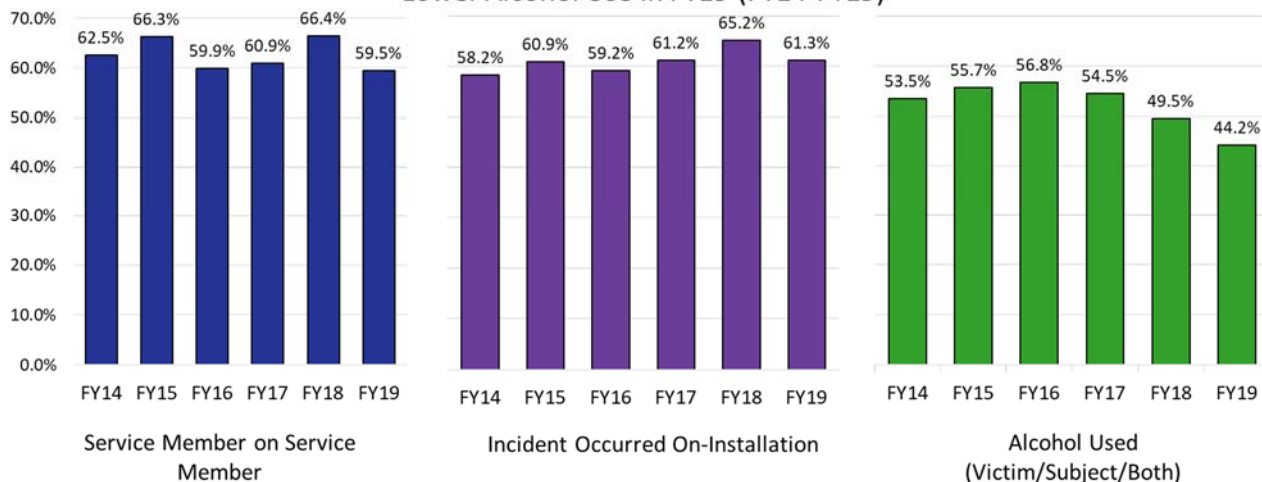
In FY19, 59.5% of all in-Service reports were Service member-on-Service member incidents. As Figure 7 illustrates, this is similar to FY16 and FY17 in which 59.9% and 60.9% were Service member-on-Service member incidents. It does not appear that the higher percentage of Service member-on-Service member reports in FY18 was a meaningful increase. As with rank data, subject demographic data are limited to Unrestricted Reports for individuals subject-titled in a law enforcement investigation.

61.3% of the in-Service incidents reported in FY19 occurred on a military installation or ship, slightly lower than 65.2% in FY18. As with Service member-on-Service member incidents, it is impossible to tell if the small increase in FY18 from previous years was meaningful. Figure 7 provides additional information.

Alcohol involvement is indicated by a single, self-report item in DSAID. A yes for this data point signals that alcohol was used by the subject, victim, or both. It cannot reveal who was drinking or under what circumstances. It cannot indicate intoxication or alcohol

misuse on the part of the victim or subject. Nonetheless, as Figure 7 illustrates, alcohol involvement appears to be decreasing steadily from 56.8% in FY16 to 44.2% in FY19.

Figure 6. Little Change in Service Member on Service Member and On-Installation Incidents, Lower Alcohol Use in FY19 (FY14-FY19)



NON-MILITARY VICTIMS

Summary of Reports with Non-Military Victims

The Marine Corps received 137 reports of sexual assault involving non-military victims. HQMC SAPR collects data on these reports in order to capture supportive services offered to SAPR-eligible civilians (e.g., spouses of Service Members or DoD civilians overseas) or to collect data on a subject affiliated with the Marine Corps. These reports represent a relatively small portion of the overall data and have not demonstrably changed since FY14.

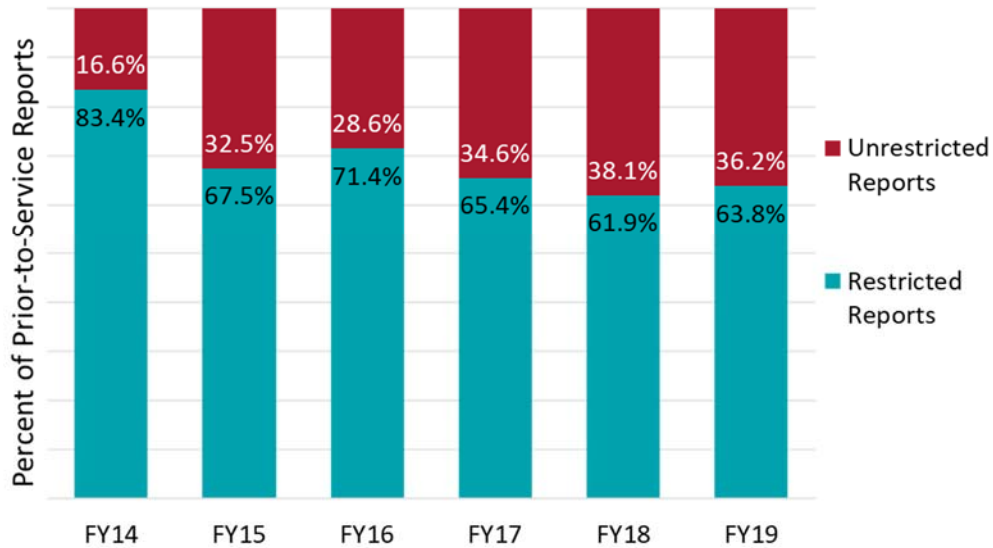
MILITARY VICTIMS REPORTING PRIOR-TO-SERVICE INCIDENTS

Prior-to-Service Incidents

The Marine Corps encourages Service Members to report incidents of sexual assault at any time, regardless of when the incident occurred. Of the 1149 reports filed in FY19, 199 (17.3%) were for incidents that occurred prior to the individual entering military Service. This is similar to 18.3% in FY18.

Most reports of prior-to-Service incidents were filed via the Restricted Report option (63.8% in FY19, similar to 61.9% in FY18). Many Marines who reported a prior-to-Service sexual assault via the Restricted Reporting option indicated reasons for choosing a Restricted Report such as a desire to avoid retelling their story or that the civilian legal process has already concluded. In this way, Restricted Reports are likely an indicator of help-seeking behavior. For many Marines, this may be the first time they have had access to supportive services since they experienced a sexual assault. Figure 7 shows prior-to-Service incidents by report type over time.

Figure 7. Most Prior-to-Service Incidents are Reported Via Restricted Reporting (FY14-FY19)

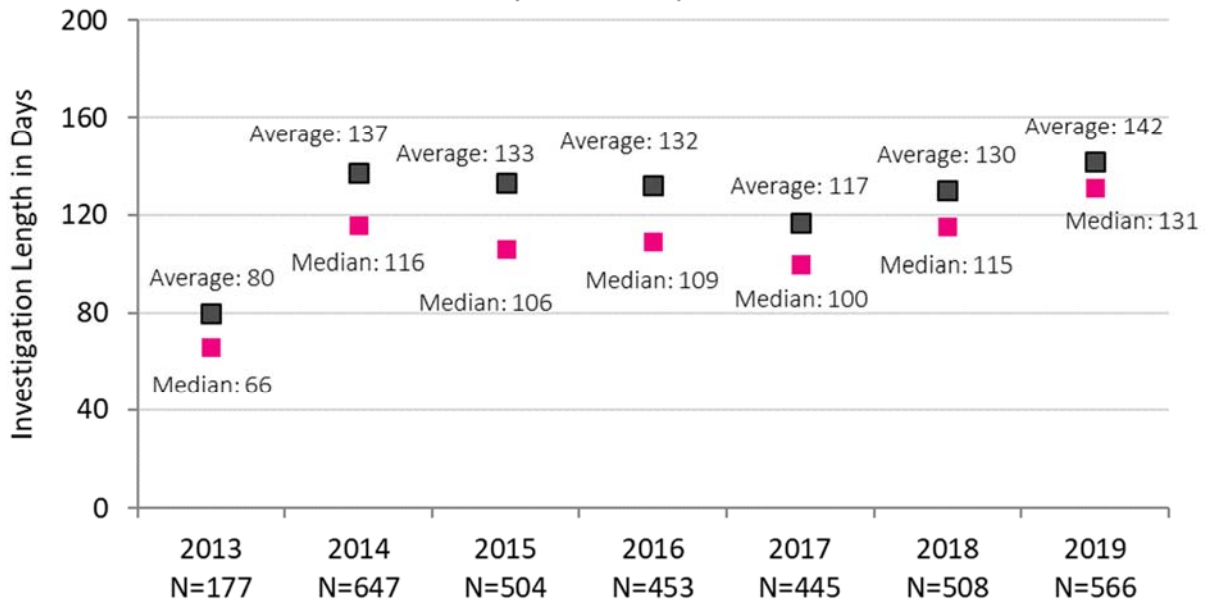


CRIMINAL INVESTIGATIONS AND DISPOSITIONS

Investigations (Non-Metric #6)

NCIS completed 566 investigations for Unrestricted Reports of Sexual Assault in FY19. These reports may have been filed in FY19 or in a previous year. The median length of an NCIS investigation was 131 days, somewhat higher than in previous years. Figure 8 shows median and average investigation length for NCIS investigations from FY13-FY19.

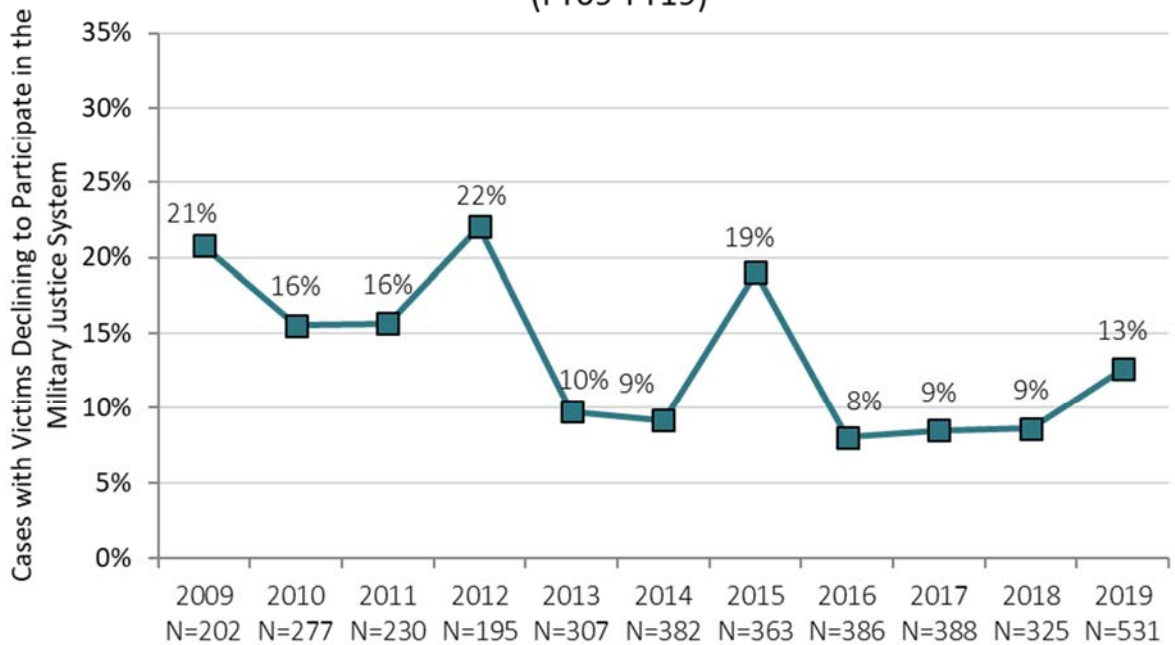
Figure 8. Non-Metric 6: Investigation Length
(FY13-FY19)



Victims Declining to Participate in Military Justice Process (Metric #7)

The Marine Corps documents a victim’s willingness to participate in the military justice process using the standard Victim’s Preference Letter (VPL), contained in Appendix A-1-q of the JAGMAN. Specifically, Appendix A-1-q informs the victim of the opportunity to express his or her willingness to participate in investigative and legal proceedings, to include providing testimony, under oath, at a court-martial. In FY19, 47 victims declined to participate in the military judicial action. Command action was precluded in all 47 of those cases. Figure 9 displays the percentage of cases with victims declining to participate in the military justice process from FY09-FY19 (Metric #7).

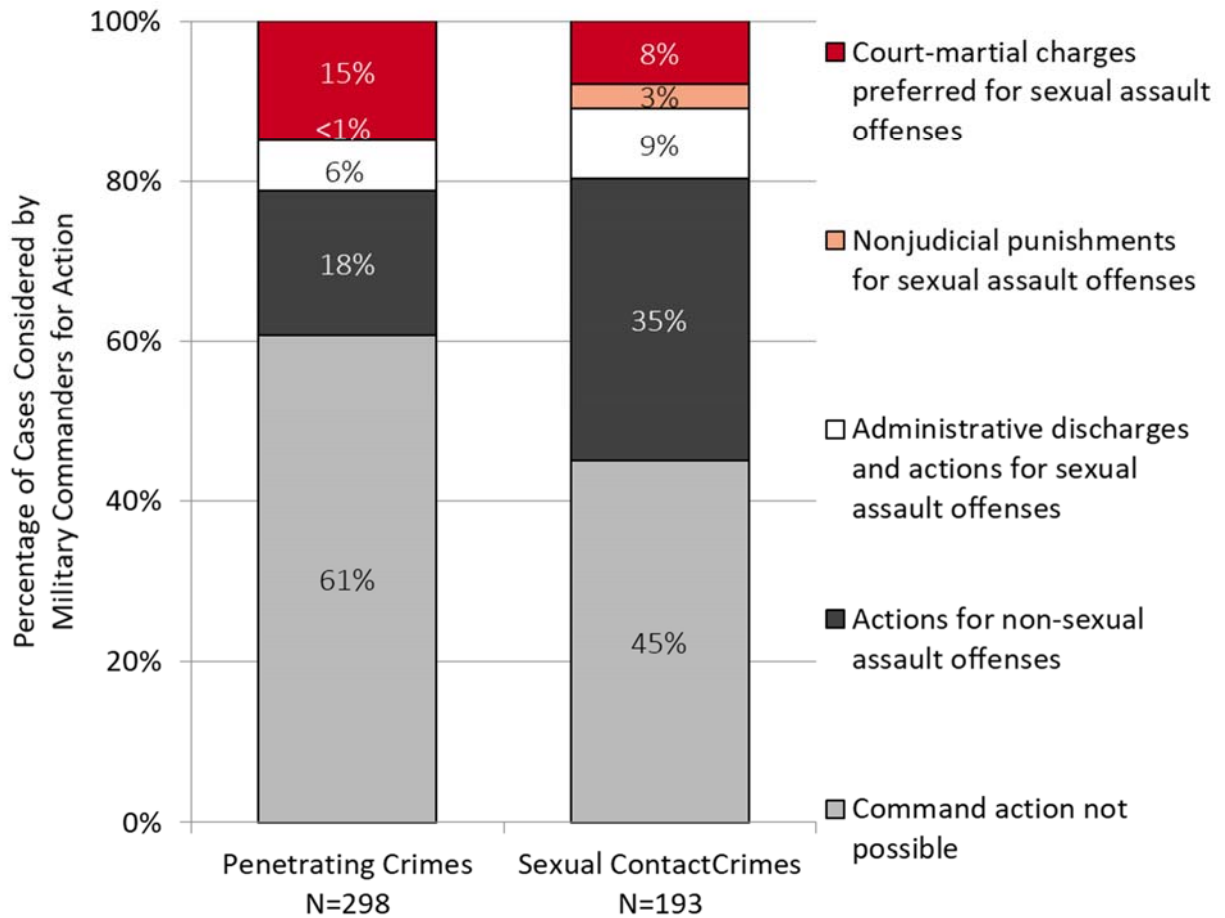
Figure 9. Metric 7: Subjects with Victims Declining to Participate in the Military Justice Process (FY09-FY19)



Command Actions for Military Subjects (Non-Metric #1)

Law enforcement completed 642 sexual assault investigations were completed in FY19, which could have been reported in FY19 or in a previous year. Of these, there was sufficient evidence to support command action 239 cases. Sexual assault charges were substantiated in 112 of those cases, resulting in 67 court-martial referrals, 6 NJPs, 26 administrative discharges, and 13 other adverse administrative actions. 43 of those 67 referrals proceeded to trial. Figure 10 shows command actions taken for military subjects from FY09-FY19 (Non-Metric #1).

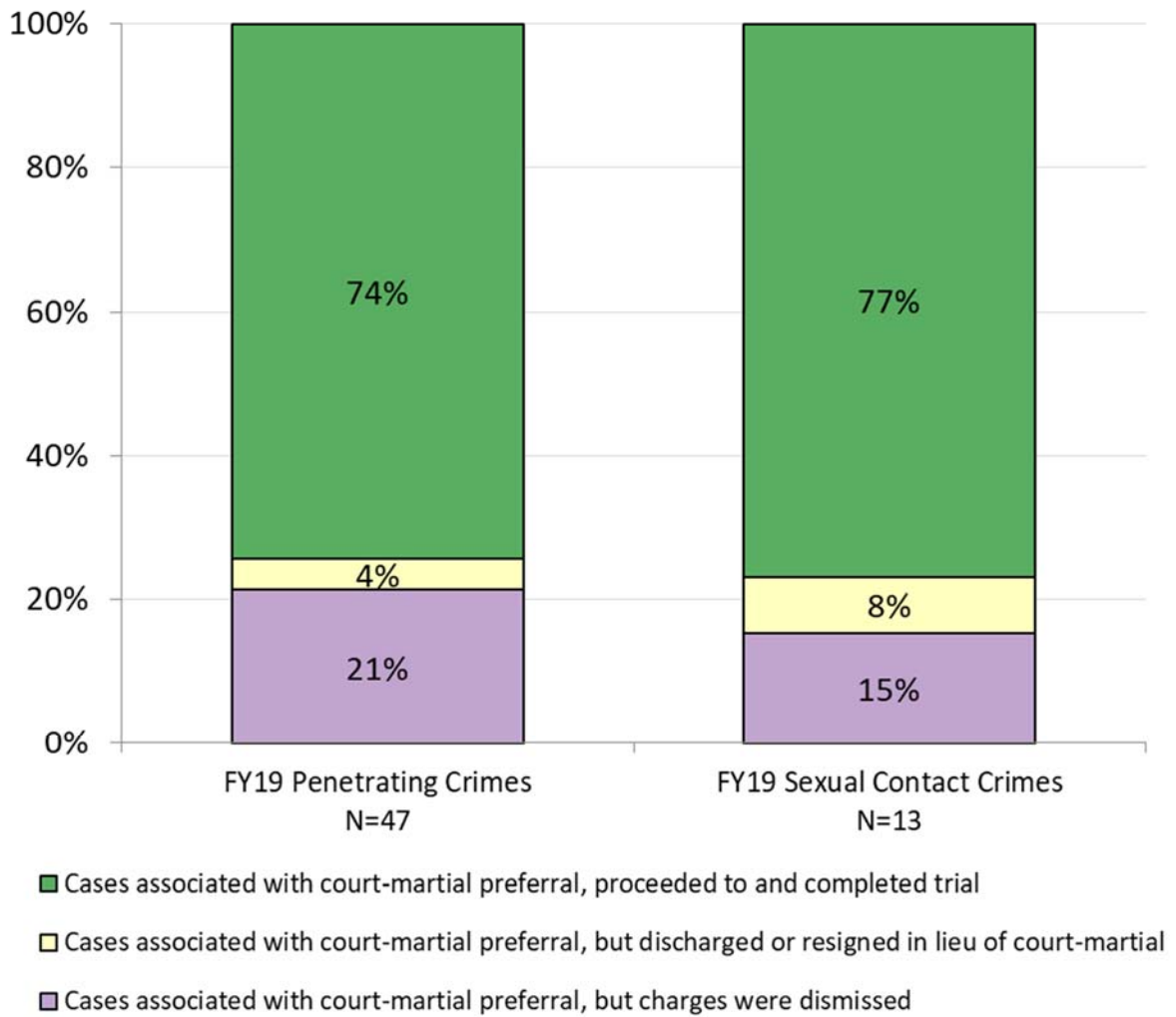
Figure 10. Non-Metric 1: FY19 Completed Command Actions for Penetrating and Sexual Contact Crimes Investigated



Courts-Martial Outcomes (Non-Metric #2)

In FY19, 43 cases proceeded to trial involving at least one charged sexual assault offense. In 37 of those cases, the subject was convicted of at least one charge (though not necessarily a sexual assault charge). In 6 of those cases, the subject was convicted of all charges. Sentences break down as follows: 28 cases resulted in confinement; 30 cases resulted in reduction in rank; 13 cases resulted in fines/forfeitures; 26 cases resulted in punitive discharge/dismissal; 7 cases resulted in restriction; and 4 cases resulted in hard labor without confinement. 15 subjects convicted of a qualifying sexual assault offense were required to register as a sex offender. Figure 11 depicts court-martial actions by crime charged (penetrating sexual assault or sexual contact crime; Non-Metric #2).

Figure 11. Non-Metric 2: Sexual Assault Court-Martial Actions Completed by Crime Charged (FY19)

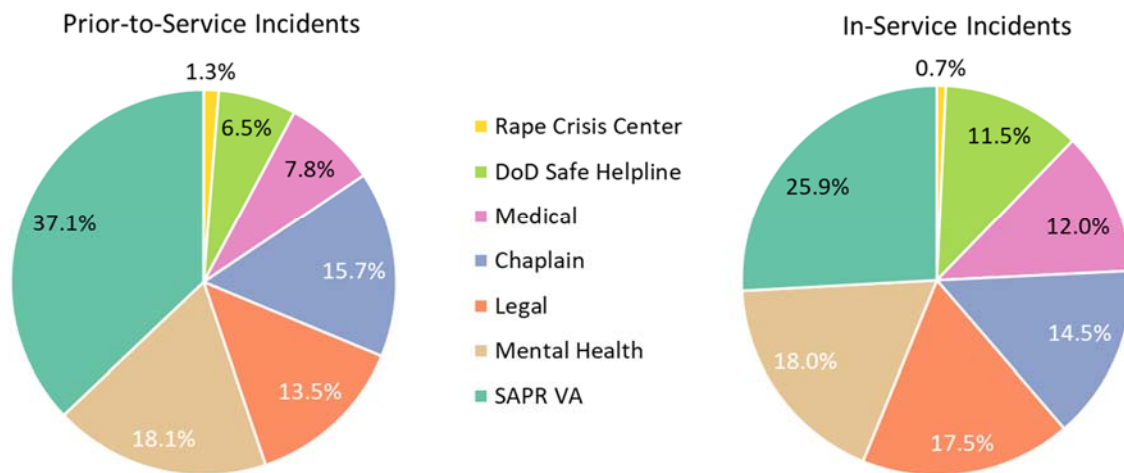


VICTIM SERVICES

Summary of Victim Referrals

Marine Corps SARCs and SAPR VAs offered over 4000 referrals for eligible victims filing Restricted and Unrestricted Reports in FY19, with 28.7 percent of these for SAPR VA services. Because victim choice is the driving force of SAPR services, it is likely that not all of the offered referrals were accepted. Figure 12 below displays the referrals offered to eligible victims in prior-to-Service and in-Service incidents reported in FY19.

Figure 12. SAPR Offered Eligible Victims a Wide Range of Support Services in FY19



Other Services

The Marine Corps received 62 expedited transfer requests from Marines with Unrestricted Reports in FY19, a sizeable decrease from 110 in FY18. These expedited transfer requests could be associated with reports made in FY19 or in a previous year. The majority (56, 90.3%) requested a Permanent Change of Station (PCS), while six (9.7%) requested to be moved to another unit at the same location. HQMC SAPR has made a concerted effort in FY19 to improve leadership understanding of the expedited transfer laws, policies, and orders. This considerable reduction in expedited transfer requests may indicate that Commanders are more comfortable with the process. It is possible that Commanders are using alternate means to support victims' individual recovery process, such as internal moves within the unit or moving the subject instead of the victim.

Of the 62 requests, 90.3 percent were approved, either by the victim's immediate Commander or after a General Officer review, with six (9.7%) requests disapproved. This also includes three expedited transfer requests in support of a SAPR-eligible dependent victim, all of which were approved and executed. Reasons for disapproving an expedited transfer request included the victim is a subject in a separate criminal investigation; no credible report determination of a sexual assault; victim is pending UCMJ action; the alleged offender was moved instead; the victim was relocated via a different process.

8.2 Complete the following table with your numbers as of the end of the fiscal year. Use the job/duty descriptions provided and the following inclusion criteria:

- Include all Reserve and Active Duty military personnel. Army and Air Force do not need to include their respective National Guard component information as it will be included in the National Guard Bureau's response.
- Include civilian and contractor personnel, as applicable
- Only include filled positions
- Indicate the number of full-time and part-time personnel

- Provide the exact number of current personnel, whenever possible. If the number is an estimate, please indicate how the estimate was reached and any other relevant information.

(DoDI 6495.02, "Sexual Assault Prevention and Response (SAPR) Program Procedures," (May 24, 2017), Encl 2, para 6ac)

Job/Duty Title	Description of Job/Duty	Full-Time	Part-Time
Program Managers	Capability in developing policy, or program management and execution; and completion of 40+ hours of Military Service-specific National Advocate Credentialing Program and approved SARC training.	2	
Dedicated Headquarters-Level Professionals	Include policy, advocacy, and prevention professionals who support the headquarters-level SAPR program offices at each Military Service/National Guard Bureau (<i>not including program managers, who are counted in their own category</i>).	14	
Uniformed SARCs	Serve as the single point of contact at an installation or within a geographic area to oversee sexual assault awareness, prevention, and response training; coordinate medical treatment, including emergency care, for victims of sexual assault; and track the services provided to victims from the initial report through final disposition and resolution. Certified under the nationally-accredited DoD Sexual Assault Advocate Certification Program (D-SAACP).		36
Civilian SARCs	See above.	55	2
Uniformed SAPR-VAs	Provide non-clinical crisis intervention, referral, and ongoing non-clinical support to adult sexual assault victims; offer information on available options/resources to victims; coordinate liaison assistance with other organizations and agencies on victim care matters; and report directly to the SARC. Certified under the nationally-accredited D-SAACP.		1,703
Civilian SAPR-VAs	See above.	15	
Sexual Assault-Specific Legal	Legal personnel who specialize in sexual assault cases including prosecutors, Victim Witness Assistance Program personnel, paralegals, legal experts, and Special Victims' Counsel/Victims' Legal Counsel.	91	21

Sexual Assault – Specific Investigators	Military Criminal Investigation Office investigators who specialize in sexual assault cases.		
<p>NCIS recognizes that what used to be considered advanced sexual assault training was in fact a level of training required by all NCIS and as a result we no longer have an organizational structure that supports dedicated investigators that only work sexual assaults. Overall, NCIS has 540 general crimes investigators, of which 150 are in family and sexual assault specific billets designating that a large percentage (not all) of their cases are sexual assault related. Additionally, across all criminal investigators (Counter Intelligence, Fraud, Polygraph, Protective Service, General Crimes, Cyber) NCIS has trained 823 special agents via the NCIS Advanced Adult Sexual Assault Training Course, which meets the requirement as directed in DoDI 5505.18, Investigation of Adult Sexual Assault within the Department of Defense.</p>			
Sexual Assault Medical Forensic Examiners	Medical providers that have completed the DoD course at Fort Sam Houston, or equivalent.	210	