

General P. X. Kelley Commandant of the Marine Corps

Statement on Posture, Plans, and Programs for Fiscal Years 1987 through 1991



1. INTRODUCTION

Mr. Chairman, members of the Committee:

It is a pleasure for me to report to you for the third time on the posture of your Marine Corps. In doing so, however, I should note at the outset that this statement does not reflect any impacts which will result from the implementation of the Gramm-Rudman-Hollings Amendment.

Thanks to strong support of the Administration and the Congress, and the unprecedented superior quality of the young men and women filling our ranks today, the Marine Corps is ready to meet any worldwide commitment. I

Ground Equipment Readiness

Percent

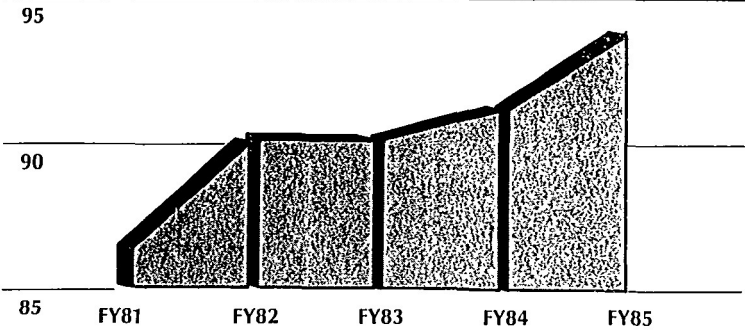
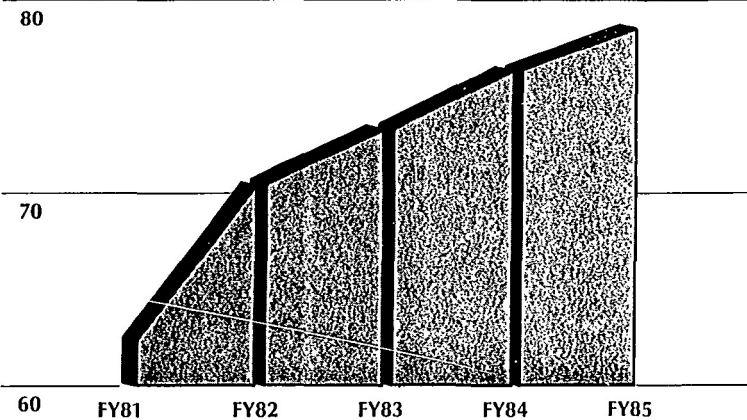


Figure 1-1

Aircraft Readiness

Percentage Mission Capable Aircraft



Percentage of aircraft which are Mission Capable are those aircraft in an operational status and capable of flying missions in support of forces.

Figure 1-2

have chosen two charts for initial use to illustrate the positive impact these elements have had on the readiness of our air-ground team.

The first chart at Figure 1-1 depicts our ground equipment readiness, which is at an all-time high at 93.6 percent.

Figure 1-2 illustrates the percentage of mission capable aircraft which are available for combat. This rate has increased by 16 percent since 1981. This increase equates to approximately 180 additional aircraft.

Readiness for combat is not unique to our Active Forces. The Reserves, under our "Total Force" policy, complement

Active Forces by also providing a modernized capability to rapidly expand the Active structure with trained, combat-ready Marines.

As I stated earlier, Marine Corps readiness is built upon quality: (1) quality people—the best we have seen; (2) an improved quality of life—to enhance morale and assist in the retention of our quality people; (3) the finest weapons and equipment—to offset quantity with quality; (4) modern strategic deployment and employment assets—to ensure global responsiveness and improved reinforcement capabilities; and (5) superb training—to ensure the effective use of

our forces. Each of these readiness factors will be discussed in detail.

Our past efforts and future initiatives for readiness are focused on providing our Marines the wherewithal for success in combat. These Marines remain the linchpin of success amid the glimmers of technology. Without quality people, all other investments in defense would be for naught.

2. PATRIOTIC PROFESSIONALS

Today's Marines are patriotic professionals who came to the Corps eager to

USMC FY85 Enlisted Attainment

Percent

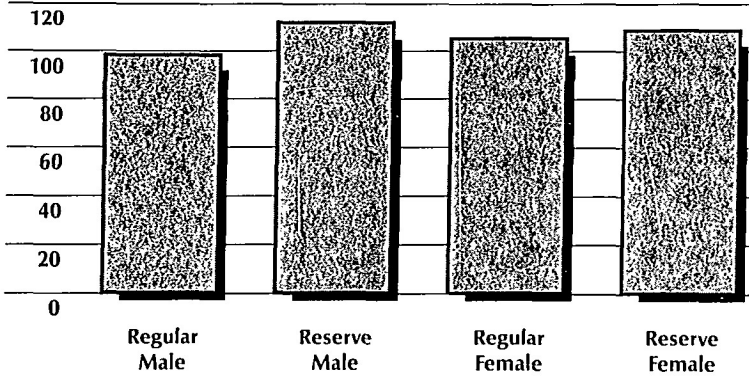


Figure 2-1

High School Graduates (% of Recruits)

Percent

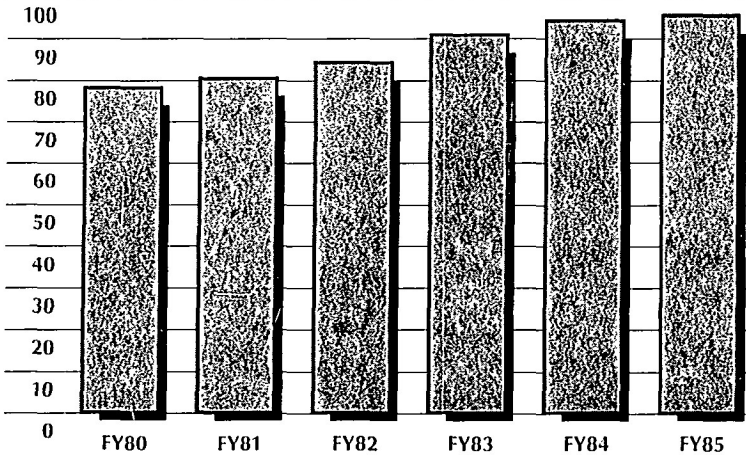


Figure 2-2

serve their country. The fact that these exceptional men and women are reporting to our recruit depots is a testimonial to the outstanding work of our dedicated recruiting force. Quality begets quality, as proven again through the success of our recruiting efforts in FY85. As shown in Figure 2-1, attainment of enlisted recruiting goals for FY85 nearly exceeded 100 percent in every category.

Our young volunteers are the highest qualified recruits in the Corps' history. Figure 2-2 displays the dramatic increase

in the percentage of high school graduates who have joined our ranks over the past four years. The number of recruits with a high school diploma reached an unprecedented 96.8 percent in FY85. Moreover, 96 percent of these men and women scored in the upper three categories on the Armed Services Vocational Aptitude Battery (ASVAB).

These recruits join a Corps filled with professionals who continue to serve our country with distinction. The quantity of quality enlisted personnel in the force

today is the highest we have experienced. Additionally, today's Marines are staying longer, doing more, and doing it more efficiently. I know, because I have seen the pride and professionalism demonstrated in my many visits to the field.

Our Marines benefit from conscientious, competent, and mature leadership, both in a distinguished body of staff noncommissioned officers (SNCO's) and an officer corps whose quality mirrors that of the force they lead. Our officers lead by example and practice a basic philosophy that says, "Marines take care of their own."

The quality of our officer corps is a direct result of selectivity in our commissioning programs, vigorous hands-on training, practical experience, and the retention of our most qualified Marines.

Annual attrition of field grade officers, for example, has dropped from 15.4 percent in 1979 to 6.3 percent in 1985. This experienced leadership is critical to readiness in today's uncertain world. The result is a more experienced, seasoned officer corps, better able to lead today's Marines.

The "continuity of command" policy which we implemented in 1984 is working well. Commanders of battalions, squadrons, and higher-level commands normally serve in these critical assignments for 24 months. This policy provides stable, experienced, and quality leadership for our Marines. Combined with an expanding Unit Deployment Program, this continuity is critical to developing a more cohesive, combat-ready fighting force. The end result, of course, is enhanced readiness.

3. QUALITY OF LIFE

A high state of readiness is linked to esprit de corps, among other factors. High morale, in turn, is partially dependent upon a sound quality of life.

At the top of the quality-of-life list is pay—fair compensation for dedicated and skilled performance. Past congressional support for pay and entitlements has brought about substantial improvements, almost achieving pay comparability with the private sector for the military community through pay raises in FY81 and FY82. This relative pay comparability, however, has since been eroded. The 4 percent pay caps of the three previous years, even though offset by a 3.0 percent pay raise in FY86, has allowed a gap between military and private sector wage levels to grow to 8.3 percent as measured by the Employ-

ment Cost Index (ECI) (Figure 3-1). In order to maintain our quality force, it is imperative that military pay be returned to a reasonably comparable level. I ask for your help on this vital issue.

Related to pay are the allowances which are associated with maintaining a home. I seek your continued support for travel allowances and for the basic allowance for quarters (BAQ) and variable housing allowance (VHA). We greatly appreciate your efforts for improvements in these areas which relieve some of the burden our Marines and

their families incur when moving into a new community.

The Military Retirement System is an integral part of the Military Compensation System. The present system is a good one. It is not overly generous as some perceive. It has served us long and well as one of our primary Active and Reserve Force management tools. Proposed changes to the present system should be carefully analyzed and weighed for the impact that they could have on the Total Force. Pay, alone, does not create or sustain the basic, wholesome

lifestyle, which is necessary to support our Marines and their families.

We are continuing to construct barracks at an accelerated pace in order to accommodate the need for adequate billeting spaces. Twenty-eight percent of our Military Construction (MILCON) Program (Figure 3-2) this year is devoted to constructing or renovating 4,479 living spaces. We will have reduced the deficit of living spaces from 55,000 in 1980 to 34,000 by the end of FY87. The progress made thus far is excellent, but we still have a long way to go.

Relative Pay Comparability Military Pay Increase Relative to ECI

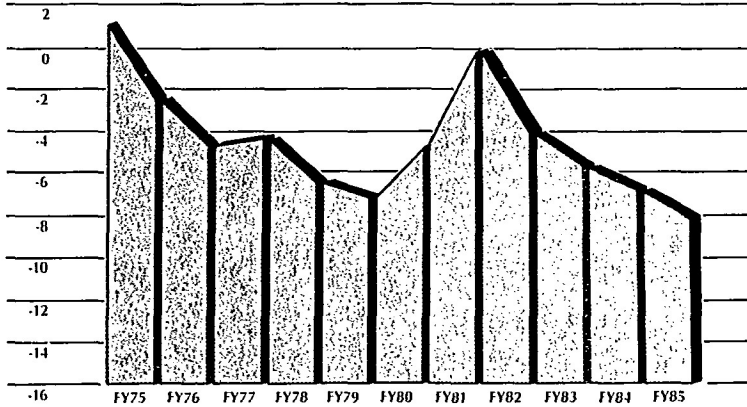


Figure 3-1

Marine Corps Military Construction (MILCON) Distribution

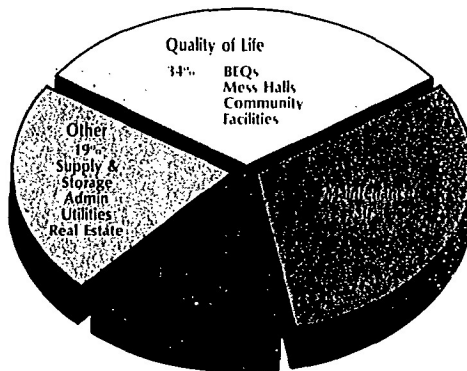
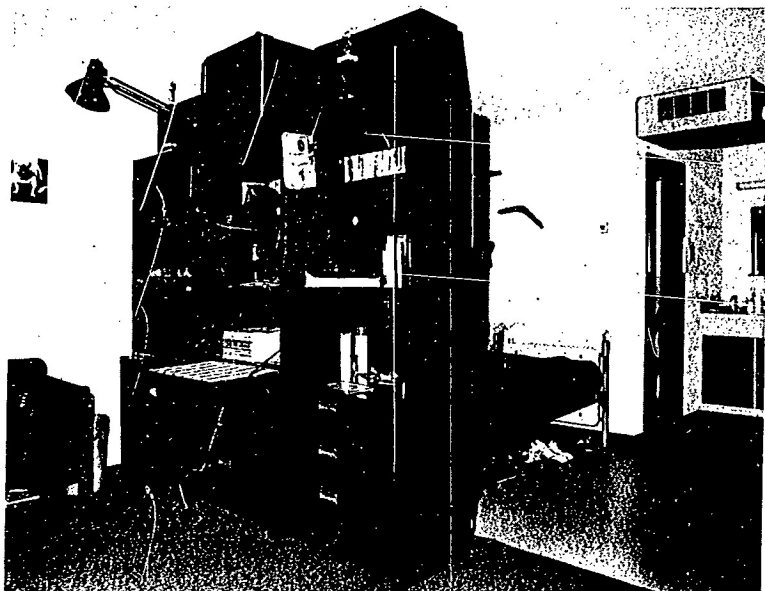


Figure 3-2



BEQ Room: Figure 3-3



Marines Dining in a Modern Messhall: Figure 3-4



San Diego Family Service Center: Figure 3-5

Figure 3-3 is an example of the interior of a room in one of our Bachelor Enlisted Quarters (BEQ's). Another 6 percent of the MILCON Program provides other quality-of-life items such as physical fitness centers and new messhalls. An ongoing program is designed to renovate many of our messhalls (Figure 3-4). More than half of these renovations have been completed.

Critical to readiness is a sound program for countering drug and alcohol abuse. I am happy to say that great progress has been made. Marines are entitled to an environment that is free of illegal drugs. It is my goal to provide that environment.

Marines with drug or alcohol dependency are being identified, treated, and when possible restored to full duty. Those who do not respond are processed for separation. During 1985, 1,551 Marines received formal treatment for substance dependency and have returned to full duty. We believe that current treatment programs, when combined with preventive education programs and policies designed to deter abuse, have significantly reduced drug and alcohol abuse in the Corps.

Families of married Marines are included in the quality-of-life calculation. Marine Corps exchanges are offering a wide variety of goods and services to our families. Close attention to our customer needs has resulted in increased use of these facilities.

The profits from exchanges are used to supplement funds appropriated by Congress for morale, welfare, and recreation programs used by Marines and their families.

Our commissaries continue to provide a necessary service for Marine families. We have an efficient commissary system which continues to serve as a model for food store operations with its centralized distribution centers. We have concentrated our commissary construction program on the more austere locations, such as our bases at Barstow and Twentynine Palms, California.

The family housing shortage in the Southern California area will decrease with the completion of 1,374 units which have been approved in the last two years. I am particularly proud of the additional 632 units which we are providing for our junior Marines, lance corporals and below, at Camp Pendleton. Groundbreaking for this project took place in January 1986. Our plan to construct 300 mobile home spaces at four of our bases is essential, particularly to our

enlisted Marines. This will offer a Marine that "chance" to buy a home and move it when transferred to a new location.

The Government of Japan has been constructing many new family housing units for our use at Iwakuni and on Okinawa. By 1994-96, we expect to be able to provide housing for 3,581 Marines serving in Japan who are accompanied by their families.

Additionally, we have continued to improve our existing family housing by adding patios and dishwashers. More than 8,000 homes have been rehabilitated in the last 6 years through major repair programs. Plans are underway to complete another 5,000 whole-house rehabilitations in the next 5 years.

Health care for the entire Marine family is of great concern to me. The Surgeon General of the Navy is committed to ensuring that quality health care is available to all beneficiaries and has established a Navy-wide program to monitor and evaluate the quality of that care. Despite some recent, isolated cases, the evidence gathered by our inspection team indicates that the quality of medical care is excellent. I am pleased that dental care has been expanded to include treatment of dependents at military dental facilities on a space-available basis. The DOD Preventive Dentistry Program for dependent children has been reemphasized and upgraded to include the latest measures to control dental disease. These programs provide a limited amount of care for our families. I believe, however, that a comprehensive, government-sponsored insurance plan is needed to provide complete dental care.

Family Service Centers continue to expand with the opening of our 19th center in Kansas City, Missouri last October. A photo of our San Diego Center is at Figure 3-5. These centers provide information and services to over 100,000 clients annually. Family Service Centers offer personal, family, and financial counseling; relocation information; referral and assistance; and stress-management programs. Additionally, they provide pre- and post-deployment briefings for Marines and their families, assisting commanders in maintaining unit personnel readiness by reducing unit turbulence.

Employment Resource Centers have been implemented to help spouses, separating and retiring Marines, and others to find jobs in the local community. The adverse effects of frequent moves on the careers of spouses have

long been recognized, but only recently have resources been available to professionally staff and fully automate a program to reduce unemployment problems. Plans call for 16 Employment Resource Centers to be operational at our major commands by 1 October 1987.

The frequency of the moves mentioned above remains a constant concern. By reducing this frequency, we can decrease cost and improve the quality of life for Marines and their families.

Permanent Change of Station (PCS) moves are limited to those necessary for manpower readiness in our operating forces and for the equalization of hardship duty. To this end, the Marine Corps strives to reduce dependent-restricted overseas tours by expanding the Unit Deployment Program, where possible, and increasing the number of Marines sent overseas with their families under the Accompanied Tours Program. Tour lengths must remain realistic for Marines who serve without their families overseas because of operational commitments. Tours must be long enough to meet operational needs, but not so long as to create further hardships for these separated families. Cost, alone, must not be the principal factor in establishing the tour lengths for Marines serving overseas without their dependents.

Overall, our Marines and their families are experiencing an enriched quality of life due, in large measure, to these congressionally approved programs.

4. WEAPONS, EQUIPMENT AND LOGISTICS

In 1978, the Commandant had to decide if he wanted to retain readiness as a priority at the expense of a strength reduction of 10,000 Marines. No meaningful modernization program for air or ground equipment was possible at that time.

In recent years, thanks to your support, we have enjoyed an entirely different situation. Rather than decrease our strength by 10,000 Marines from the 1978 level of 188,000, we are now at 198,300. We remain ready, and we are modernizing. For example, we plan to replace every single weapon system within the Marine division—from the pistol to the main battle tank—in a decade. Every aircraft in our inventory is either being replaced or upgraded. In terms of sustainability, we are in the best condition we have ever been. When you compare the Corps of the mid-to-late

70's with the Corps of today, it is similar to comparing apples with oranges. The reason for such a significant change is simple: the administration's support and congressional backing. With the ever-increasing probability of facing a quantitatively superior foe, we must continue to focus on quality, because future budgets will likely provide less funding for increases in personnel or equipment and supplies.

Quality must permeate all aspects of our Corps. As I stated earlier, the quality of the individual Marine is the preeminent consideration in the overall quality equation. These Marines must be provided the finest weapons and equipment, and be supported by the best-managed logistics that we can afford.

Since the infantry is the cutting edge of amphibious forces, it will be covered first, followed by improvement efforts for supporting ground, aviation, and logistic elements.

We are in the process of returning to the 13-man squad from an 11-man squad. The 13-man squad served the Corps well for almost 40 years and provides far more maneuverability, flexibility, and sustainability at the small unit level. Figure 4-1 illustrates the dramatic modernization that is taking place in our infantry battalions.

The modernization of Marine Corps artillery is continuing as scheduled (Figure 4-2). One artillery battalion in the Reserve Forces was equipped with the M198 during FY85, and the remaining towed battalions will be equipped during FY88-89. Additional self-propelled, 155mm batteries will be activated during the period FY87-89 to improve our general support capability through improved mobility and survivability.

Our target acquisition capability has also been enhanced by fielding the AN/TPQ-36 counter-fire radars within CONUS artillery regiments. The remaining Active Forces will be equipped with the AN/TPQ-36 this fiscal year, and the Reserve Forces will receive it during FY87.

As indicated in Figure 4-2, the Marine Corps has procured the Army's Battery Computer System, Meteorological Data System, and Position Azimuth Determination System, which allow continued joint training and logistical support, as well as providing improved responsiveness and accuracy of artillery fires. Most importantly, commonality means mutual support.

This commonality is also extended to our armor enhancements. Our current

main battle tank, the M60A1, will begin reaching the end of its service life in the late 1980's. After an extensive evaluation of potential replacements, the M1A1 120mm tank (Figure 4-3) was selected. M1A1's are planned to begin entering the inventory in FY90.

The ability to engage and defeat heavy and light threat armor has also been improved with the addition of some new weapons and improved ammunition (see Figure 4-4). The AT4 has been selected as a replacement for the M72A2 LAW, and the Shoulder-Launched Multipurpose Assault Weapon (SMAW), now capable of defeating light armor, will soon be capable of defeating armor up to and including the Soviet T72 tank. Additionally, 40mm and .50 caliber improved munitions now give us the capability to defeat light armored vehicles. The TOW 2, with its greater range and improved penetration, coupled with the planned product improved Dragon (IOC 90) with increased range, penetration, and improved tracker, complete the array of antiarmor weapons. To improve our night fighting capability, we have fielded a full spectrum of night vision sights and goggles to complement these new weapons.

Our naval surface fire support (NSFS) capability is being dramatically improved with the return of all four IOWA-Class battleships. The third, the USS MISSOURI, is scheduled for recommissioning this summer. Reactivation of the USS WISCONSIN is scheduled for FY86.

These battleships' large caliber guns provide a legitimate sense of security for Marines. They are also complementary to landing force artillery after it is established ashore. The introduction of the 5-inch Semiactive Laser Guided Projectile, plus the development of the improved 16-inch ammunition, will provide the best NSFS that we have enjoyed for some time. Progress in NSFS must continue. In the future, we hope to launch our Marines from over-the-horizon onto beaches and further inland. Adequate range in NSFS is required to support the assault of helicopters and air-cushion craft. These capabilities may generate a need for some NSFS systems with ranges of 60 nautical miles.

A related Navy-Marine Corps program will procure a short-range remotely piloted vehicle (RPV). The program will provide an operational capability in FY87. It will also be used to evaluate RPV tactics and employment concepts

Infantry Enhancements

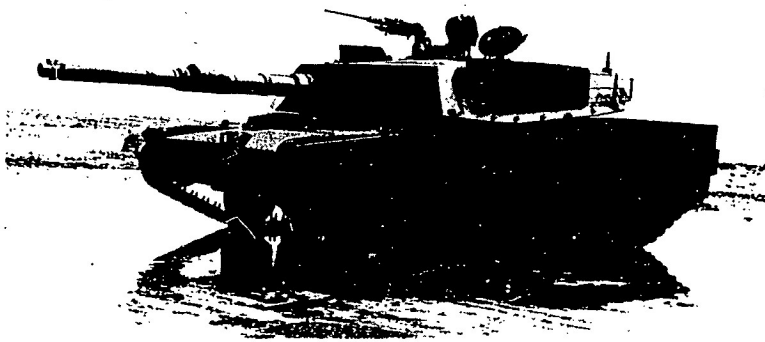
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|--------------------------|---|
| Increased Sustainability | • Return to 13-Man Rifle Squad |
| Improved Small Arms | <ul style="list-style-type: none"> • Shoulder-Launched Multipurpose Assault Weapon (SMAW); procurement FY84-89 (Fielded FY84) • Squad Automatic Weapon (SAW); procurement FY82-87 (IOC FY84) • M16 Product Improvement Program (PIP) M16A2; procurement FY82-89 (IOC FY84) • 9mm Pistol <ul style="list-style-type: none"> -Beretta M92SBF, 9mm Pistol -Replaces the current .38 and .45 caliber pistols • M60E3 7.62mm MG PIP; procurement FY84-85 (IOC FY86) fielded CY86 • MK19 40mm Grenade Launcher; procurement FY82-89 (IOC FY86) |
| Mortar Enhancements | • M81mm--procurement FY85, 87, and 88 (IOC w/LAV FY86, IOC w/other FMF units FY89) |

Figure 4-1

Artillery Modernization

- | | |
|--|--|
| Conversion to M198, 155mm Towed Howitzer | <ul style="list-style-type: none"> • New structure transition began in FY83 • 433 howitzers delivered through FY85 • 144 howitzers programmed FY86-87 |
| M109A3, 155mm Self-Propelled Howitzer | <ul style="list-style-type: none"> • Currently have 6 batteries • 3 additional batteries to be fielded by FY89 |
| Target Acquisition Battery (TAB) | <ul style="list-style-type: none"> • One TAB each in FY85, FY87, and FY88 • AN/TPQ-36 Fire Finder Radar fielded FY85. Remaining systems to be fielded FY86 |
| Precision Guided Projectiles | <ul style="list-style-type: none"> • Modular Universal Laser Equipment (MULE) to begin fielding FY86 • 155mm Copperhead |
| Battery Computer System | • To be fielded FY87 |
| Meteorological Data System | • To be fielded FY87 |
| Position Azimuth Determination System | • Commenced fielding |

Figure 4-2



M1A1 Tank: Figure 4-3

U.S. Army Photograph

for target acquisition, battlefield surveillance, artillery and naval surface fire support, and communications relay roles.

A major segment of our Marine combined-arms firepower is resident in our aviation forces. Today, Marine aviation is far better prepared than ever

before to provide vital support to our ground combat forces (Figure 4-5).

Strong congressional support for the AV-8B Harrier (Figure 4-6) is greatly appreciated. Today, we are rapidly con-

verting our light-attack force to the AV-8B. Our first two tactical squadrons are now operational. One more will commence transition in March with an additional one following in FY87. This

will complete the transition of our existing Harrier pilot base. The Vertical Short Take Off Landing (V/STOL) trainer, TAV-8B, is scheduled to arrive in time to transition our conventional, A-4, light-attack aircrews to this new AV-8.

The extraordinarily successful introduction of the F/A-18 continues. Today, there are four strike fighter (VMFA) squadrons operational with two more to be phased in during 1986. The tremendous fighter/attack flexibility of the single-seat F/A-18 has provided an opportunity to expand the roles assigned to a single airframe, and is manifested in the planned reorganization of the VMFA squadron. Reorganization is further driven by the growth potential inherent with the two-seat F/A-18. With two essentially common airframes, the Marine Corps will incorporate the Tactical Air Coordinator (airborne), the Forward Air Controller (airborne), and the reconnaissance capability, as well as an austere all-weather capability into every squadron. The overall effect is a reduction in personnel and a reduced logistical support requirement. Of primary importance, however, is the fact that a more efficient and capable aviation combat organization will be supporting our forces. The F/A-18 and the AV-8B share in another program aimed at improving their already impressive capabilities.

With the support of the Congress, the Night Attack Program was initiated as a low-cost, night enhancement. The night attack system enables the pilot to operate at night using daylight tactics associated with medium-to-high threat operations. The cockpit is compatible with night-vision goggles (NVG) and is provided with forward-looking infrared radar (FLIR), and a moving-map display which reduces the potential for disorientation common to low altitude and reduced visibility operations. The AV-8B is the leader in this development program with the F/A-18 and A-6F to follow. For the AV-8B, procurement is to commence in FY87, while F/A-18 procurement begins in FY88. Night attack offers the opportunity to use the cloak of darkness to increase aircraft survivability while overcoming obstacles associated with night operations. The capability to operate in adverse weather is improving as well.

The A-6F provides significant improvement to the existing A-6E by increasing reliability, maintainability, and survivability. New engines and avionics will provide greater reliability and com-

Antiarmor Enhancements

- | | |
|--|--|
| <p>Tube-Launched Optically-Tracked, Wire Guided Missile (TOW)</p> | <ul style="list-style-type: none"> • Phase I TOW Procurement Complete • New 5" TOW warhead and extended range to 3750m • Phase II procurement began FY81; 6" TOW warhead, extended range and electrical optical counter-measures (EOCM) (IOC FY84) • Night sights--144 per division; procurement FY79-87 (IOC FY84) |
| <p>Tanks</p> | <ul style="list-style-type: none"> • M60A1--end of service life late 1980's • FY88 funds planned for replacement of M60A1 with M1A1 • Enhanced lethality, mobility, and survivability |
| <p>Air Delivered</p> | <ul style="list-style-type: none"> • Modern armor threat necessitates air-delivered antiarmor weapons which offer increased aircraft survivability and target lethality • Near-term, state-of-the-art, antiarmor weapons being pursued for both fixed wing and helicopters • Laser Maverick-fixed wing Precision Guided Munition (PGM) (IOC FY85) • Hellfire--helicopter PGM (IOC FY86) • GATOR--area/area denial weapon (IOC FY85) • 25mm multipurpose gun for the AV-8B (IOC FY85) |
| <p>Light Antiarmor Weapons</p> | <ul style="list-style-type: none"> • AT4 <ul style="list-style-type: none"> -Procure in FY86-91 to replace M72A2 LAW -Improved accuracy and penetration -9mm training device improves all aspects of training • Dragon PIP <ul style="list-style-type: none"> -Greater penetration warhead (IOC FY88) -Faster, longer range missile with improved day/night tracker (IOC FY90) |

Figure 4-4

Aviation Enhancements

- | | |
|---|---|
| <p>AV-8B</p> | <ul style="list-style-type: none"> • Highly successful operation evaluation completed; enthusiastically recommended for full production • Features: <ul style="list-style-type: none"> -Basing flexibility increases close air support (CAS) responsiveness -Lethality improved with onboard ordnance delivery system -Effectiveness enhanced with increased payload • Night-attack capable |
| <p>F/A-18</p> | <ul style="list-style-type: none"> • Night-attack capable • More efficient/capable MAGTF support |
| <p>Night Attack</p> | <ul style="list-style-type: none"> • Regains night for warfighting • Allows medium to high threat operations during darkness <ul style="list-style-type: none"> -Night vision goggles enable maneuvers close to ground -Navigation FLIR provides terrain identification -Moving map display reduces disorientation -Rasterized HUD allows out-of-cockpit operation -AV-8B leader; F/A-18 and A-6F to follow |
| <p>A-6F</p> | <ul style="list-style-type: none"> • Significant improvement to reliability, maintainability, and survivability <ul style="list-style-type: none"> -Enhanced radar accommodates beyond-visual-range weapons -New avionics/engines provide greater reliability and commonality -Design features to reduce maintenance manhours • Ensures vital deep strike medium-attack and all-weather CAS capability |
| <p>Tactical Air Operations Module (TAOM)</p> | <ul style="list-style-type: none"> • Replaces unsupportable 1960's equipment • Reduces number of personnel and support equipment • Enables tailoring of capability to size and complexity of operation • Provides reliable, deployable, employable command and control |

Figure 4-5

monality with other fleet aircraft. Design features have also been incorporated to reduce maintenance man-hours. Finally, survivability is enhanced with increased weapons standoff, reduced systems vulnerability, and improved electronic countermeasures. The A-6F ensures that the vital deep strike medium-attack and all-weather capabilities are unparalleled.

Modernization of Reserve aviation continues to be a priority. Although aircraft released from the Active Forces are immediately placed in the Marine Corps Reserve inventory, this does not satisfy long-term requirements. While these aircraft remain capable, our aviation acquisition plans address continued modernization. We request continued congressional support in these efforts.

Our tactical mobility, both ground and air, remains vital. We have increased the capability of our assault amphibians and extended their useful life. We have also embarked on a product improvement program that will further enhance the firepower, mobility, and survivability of the AAV7A1 (Figure 4-7). This product improvement program will enable the AAV7A1 to meet all its operational demands until the follow-on vehicle, the Advanced Assault Amphibian Vehicle (AAAV), is fielded in the late 1990's.

The Light Armored Vehicle (LAV) program is fully underway with the LAV-25 (Figure 4-8) and the Mission Role Vehicles (MRV's) currently being delivered. The MRV's use a common baseline chassis with multiple configurations; e.g., antitank, mortar, recovery, logistics, and command and control. This family of vehicles reduces training and support requirements and improves combat interoperability.

Our tactical motor transport program consists of light, medium, and heavy-vehicle fleets. The light vehicle fleet consists of the Commercial Utility Cargo Vehicle (CUCV) and High Mobility Multipurpose Wheeled Vehicle (HMMWV) (Figure 4-9). The CUCV is a commercial 5/4-ton vehicle that replaces the obsolete M880 truck; fielding will be completed in FY86. The HMMWV—a multipurpose vehicle—has a 5/4-ton capacity and will replace the jeep, Mule, Gamma Goat, and light trailers. Initial Production Test results of the HMMWV have shown that it is far superior to any vehicle in our light-vehicle fleet in regards to reliability, availability, maintainability, and durability. Minor deficiencies were identified, but are being rectified at no



AV-8B Harrier: Figure 4-6

Ground Tactical Mobility Enhancements

Assault Amphibian Vehicle (AAV7A1)

- Service life extension program began 1982
- Extends use through the 1990's
- New engine, nonintegral fuel tank, all electric weapons stations
- 327 new AAV's for MPS

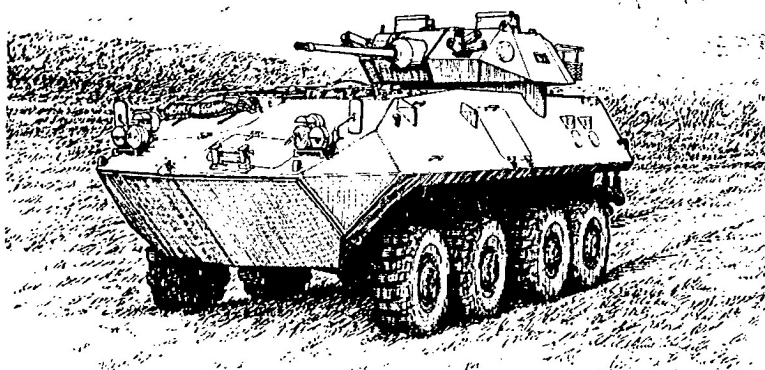
Light Armored Vehicle (LAV)

- Lightweight, flexible, agile fighting vehicle
- Firepower-intensive organization 110 LAV's per LAV battalion
- Helicopter transportable
- Enhances strategic transportability

Armored Vehicle Launched Bridge (AVLB)

- Eliminates critical shortfall in assault gap crossing capability
- Organic to Tank Battalion
- Capable of pacing with Armor and AAV Units

Figure 4-7



LAV: Figure 4-8



HMMWV: Figure 4-9

cost to the Government.

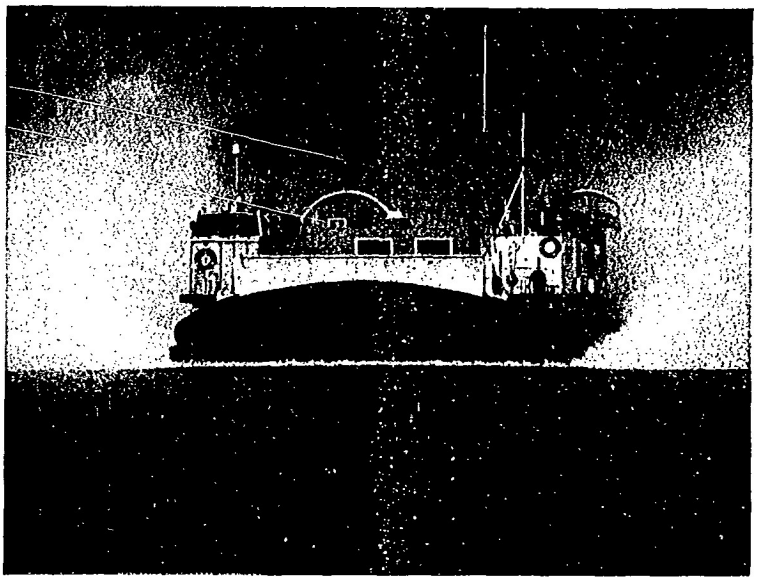
The medium-vehicle fleet consists of the M939, product-improved, 5-ton truck series. The general purpose use of special containers of modules for fuel and water will reduce our need for special-purpose vehicles. Again, we are seeking fewer systems which have multiple capabilities.

The heavy-vehicle fleet, consisting of a 16-ton tractor and four, rear-body variants, will replace the current 20-ton tractors and a large quantity of 5-ton tractors and trailers.

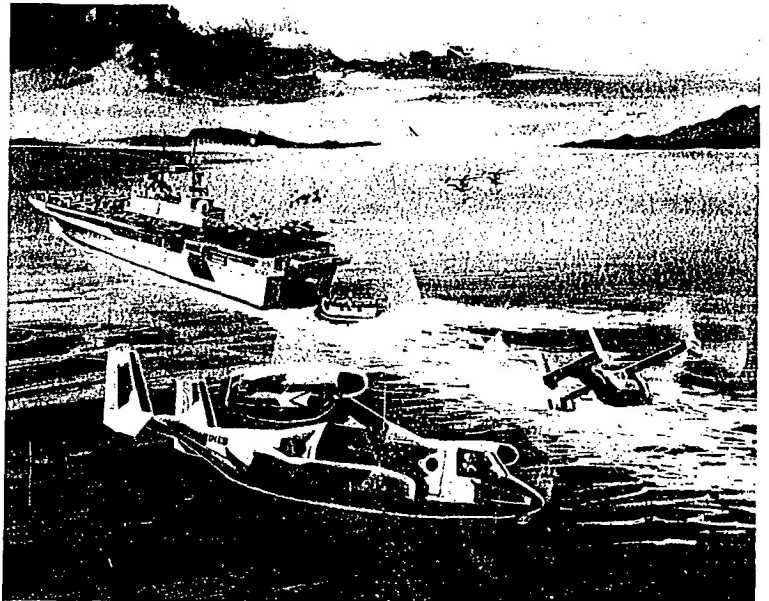
One of the Navy's most significant programs for ship-to-shore tactical mobility is the Landing Craft, Air-Cushion (LCAC) (Figure 4-10). The LCAC will dramatically increase our amphibious assault by providing us with a true over-the-horizon launch capability. The LCAC's have only begun to enter the fleet, and we will need at least 90 for a meaningful capability. We look forward to the introduction of the first detachment at Camp Pendleton, California, later this year.

The tactical mobility of the MV-22 Osprey (Figure 4-11) complements ground tactical mobility. We have made tremendous progress on this tiltrotor aircraft development during the past two years. Our preliminary design phase has been highly successful. Over 6,000 hours of wind tunnel work and extensive design evaluations have allowed us to proceed with full-scale development of a highly-refined and cost-effective design. I fully expect the Osprey to meet our urgent operational requirements when it begins replacing the aging CH-46's in 1991. The unique aspects of tiltrotor technology combine the inherent features of both turboprop and helicopter. The MV-22 is self-deployable with an unrefueled range of 2,100nm; responsive at airspeeds in excess of 250 knots; potent by virtue of the 24 combat-loaded Marines or 10,000 pounds of cargo it transports; and flexible due to the variety of basing options and environments in which it may be employed. The promise offered by our performance estimates convinces me that we will gain exactly what we need to meet our force projection requirements in the 1990's and beyond.

Supporting the medium-lift of the MV-22 is the CH-53E, the most powerful helicopter in the free world. The continued procurement of the CH-53E Sea Stallion is essential to maintaining a heavy-lift capability in the future. The CH-53E provides lift for heavy weapons and equipment in the amphibious



Landing Craft, Air-Cushion (LCAC): Figure 4-10



OSPREY: Figure 4-11

assault to include the M198 Howitzer and the LAV. Additionally, the Sea Stallion can retrieve every aircraft in the tactical and assault inventory, including another CH-53E. During the past year, the CH-53E has demonstrated its coast-to-coast aerial refueling flight capability. In light of the pre-positioning airlift constraints, the air-to-air refueling and self-deployable CH-53E is considered essential to the success of those opera-

tions.

Our support units are equally critical in our attainment and maintenance of readiness. Quality engineer, maintenance, and medical support are essential to our amphibious force projection capability.

Combat engineers are presently capable of laying and clearing mine fields, as well as emplacing and breaching obstacles.

Five initiatives (Figure 4-12) are underway to provide the combat engineer with a rapid means of neutralizing enemy minefields. A sixth system is a rapid minefield emplacement system, expanding the ability of the combat engineers to support ground forces.

Maintenance programs, warehousing, training, and administrative facilities have improved. This year's military construction and real property maintenance funds will provide support for major weapons systems such as the F/A-18, AV-8B, and the CH-53E. They will also provide ordnance facilities, improved gunnery ranges, new electronics maintenance facilities, new administrative buildings, and fire protection programs.

Medical support for committed Marines will be provided by a Rapidly Deployable Medical Facility (RDMF) until it is replaced in 1987 by the first Combat Zone Fleet Hospital specifically designed and equipped to render immediate care to casualties. The Navy will have 23 of these modular field hospitals ranging in size from 250 to 1,000 beds. The hospitals can be employed independently or in multiples as operational requirements demand. Each module is equipped for surgically intense casualty flow and is self-sustaining for 30 days. Two 250-bed hospitals will be loaded aboard ship as part of the Maritime Pre-positioning Ships (MPS) Program in support of our forces while the remainder, as part of the overall continuum of care for medical support, are programmed for physical placement in CONUS or overseas within the supported commander's area of responsibility.

Additional combat service support enhancements not previously mentioned are listed in Figure 4-13.

New weapons and equipment are being introduced into Reserve as well as Active units. These horizontal integrations are depicted in Figure 4-14.

In all of our programs, we are maintaining vigilance over our procurement systems to ensure that maximum value is received for each dollar spent. I have charged both requirements and contracting personnel to be certain that we buy only what we need and that we pay a fair price. Systems have been implemented to challenge questionable prices and to report any suspected violations. We have ensured that everyone who is associated with procurement fully understands our procedures and practices. We want the taxpayers to know

Combat Engineer Enhancements

- | | |
|------------------------------|--|
| Improved Counter Mine | <ul style="list-style-type: none"> • M58 Trailer Mounted Line Charge System--assault minefield breaching capability for Tank and Engineer Bn's (IOC FY87) • M59 Mine Clearance System Kit--assault mine breach from surf zone and inland for AAV Bn's (IOC FY87) • Portable Mine Neutralization System (POMINS)--will provide anti-personnel land mine and wire obstacle clearance. Replaces bangalore torpedo. • Cleared Lane Marking System (CLAMS)--provides mine breach marking system for armor, LAV, and AAV • Vehicle Magnetic Signature Duplicator (VEMASID)--projects a magnetic field causing magnetic mine fuse logic to activate and harmlessly detonate mines • Conventional Mine Laying System (CMLS)--will provide rapid emplacement of current M15 anti-tank mines |
|------------------------------|--|

Figure 4-12

Combat Service Support Enhancements

- | | |
|--|--|
| Logistics Vehicle System (LVS) | <ul style="list-style-type: none"> • One front power unit and four interchangeable rear body units; container hauler, wrecker, dropside cargo with crane, 5th wheel • Off-road mobility • 60" fording capability without kit • Common chassis/drive train • All diesel fleet • Multiuse rear body variants • Air transportable in C-141, C5, and C-17 (prototype) aircraft • IOC during FY86 |
| Reverse Osmosis Water Purification Unit | <ul style="list-style-type: none"> • Replaces all existing water purification equipment • Produces potable water from salt, brackish, and fresh sources • Can purify NBC contaminated water |
| Field Logistics System (FLS) | <ul style="list-style-type: none"> • Exploits the benefits of containerization • Compatible with international dimensional standards • Reduces maintenance and training requirements due to commonality of equipment • Improves strategic mobility and sustainability |
| Ribbon Bridge | <ul style="list-style-type: none"> • Nondevelopment item in service w/U.S. Army for 10 years • Military Load Class 70 • Rapidly Employable • 276 ft per bridge platoon • No support equipment required • LVS provides transport capability MK48/19 (Multipurpose) |

Figure 4-13

that we are spending their tax monies judiciously and that we are getting the "biggest bang for their buck." We simply do not tolerate waste, fraud, or abuse!

5. STRATEGIC DEPLOYMENT AND TACTICAL EMPLOYMENT ASSETS

The effective employment of Marines depends upon timeliness as well as readiness. The foundation of this timeliness is seen in our strategic deployment assets. Once Marines are deployed, the finest tactical employ-

ment assets become the basis for timeliness and success.

I understand that our crisis response and reinforcement roles will continue to be shaped by the realization that funding constraints will not allow additional forces to be permanently stationed overseas, nor will we see a massive influx of amphibious ship construction money to simultaneously lift more than our current lift objective—the assault echelon of a Marine Amphibious Force (MAF) and a Marine Amphibious Brigade (MAB). The size and composition of these task forces will be discussed later.

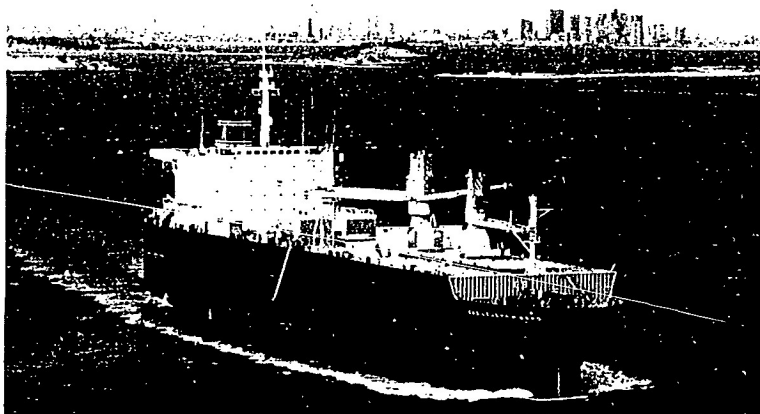
The Navy-Marine Corps Team has, however, made significant progress since 1980 with programs designed to enhance the Nation's force projection capability. While we have continued to focus on amphibious force projection, other programs—such as Norway and Maritime pre-positioning—have served to supplement, complement, and enhance our role in the national military strategy. Figure 5-1 illustrates one of our Maritime Pre-positioning Ships (MPS).

In the vital area of amphibious lift, the Congress has authorized the procurement of two WASP-Class LHD's (Figure 5-2)—the keystone of our lift program—and eight WHIDBEY ISLAND-Class LSD's, critical to our lift of the LCAC. Three more WASP-Class LHD's and three of the LSD Cargo Variants have been programmed in the President's budget. Of these 16 ships authorized or programmed since 1980, only two of the WHIDBEY ISLAND-Class LSD's (Figure 5-3), WHIDBEY ISLAND and GERMAN-TOWN, have joined the fleet. Although we are making progress toward meeting our lift objective, our rate of progress is slowing and it will now be the late 1990's before our lift requirements are met. Further slippage in amphibious ship programs would seriously threaten this goal as older ships begin to retire at the turn of the century at a rate much faster than they can be replaced. Accordingly, the Marine Corps strongly supports the service life extension program (SLEP) of the AUSTIN-Class LPD's. This critical program will provide an additional 10 years of service life to this highly capable class of ships.

Equipment Modernization

		83	84	85	86	87	88	89
MK19 40MM Machine Gun	ACT	█	█	█	█	█	█	█
	RIS							
Shoulder Launched Multipurpose Assault Weapon (SMAW)	ACT	█	█	█	█	█	█	█
	RIS							
9mm Pistol	ACT	█	█	█	█	█	█	█
	RIS							
M16A2 Rifle	ACT	█	█	█	█	█	█	█
	RIS							
TOW 2	ACT	█	█	█	█	█	█	█
	RIS							
M60E3 Machine Gun	ACT	█	█	█	█	█	█	█
	RIS							
M198 Howitzer	ACT	█	█	█	█	█	█	█
	RIS							
LVS (Dragon Wagon)	ACT	█	█	█	█	█	█	█
	RIS							
M939 5T Series	ACT	█	█	█	█	█	█	█
	RIS							
High Mobility Multipurpose Wheeled Vehicle	ACT	█	█	█	█	█	█	█
	RIS							
M17A2 Gas Mask	ACT	█	█	█	█	█	█	█
	RIS							
Kevlar Vest/Helmet	ACT	█	█	█	█	█	█	█
	RIS							

Figure 4-14



MV 2ND LT. JOHN P. BOBO (MPS): Figure 5-1

It is anticipated that large-scale amphibious operations in a high intensity combat environment will produce a significant number of casualties requiring immediate treatment and surgery. Therefore, the maximum medical capabilities of an Amphibious Task Force must be realized early in the engagement. Since various amphibious ships with medical facilities aboard may be required to leave the Amphibious Objective Area (AOA) as the Marine medical units are established ashore, there is an urgent requirement for a hospital ship program which provides a flexible dimension to combat casualty care. The two SAN CLEMENTE-class tankers TAH (Figure 5-4) being converted to hospital ships with 1,000 beds and 12 operating rooms each will be deployed to support the global mission of our Corps. Initial operating capability is

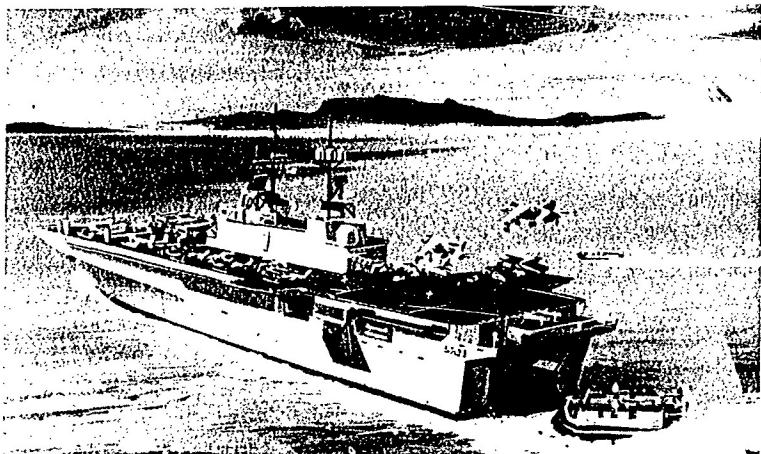
scheduled for FY87.

An associated ship-building initiative is found in the Aviation Logistic Support Ship (TAVB) program. With either of two TAVB ships available, the aviation combat element (ACE) of any Amphibious Task Force will be provided more rapid intermediate-maintenance support upon arrival of the ships in the AOA. The TAVB provides this vital support for both helicopters and fixed-wing aircraft in the theater of operations. This seaborne-maintenance capability permits early introduction of landing force aviation which can expedite the early release of carrier battle groups to other sea control or force projection missions, if needed. These two ships will be delivered this year.

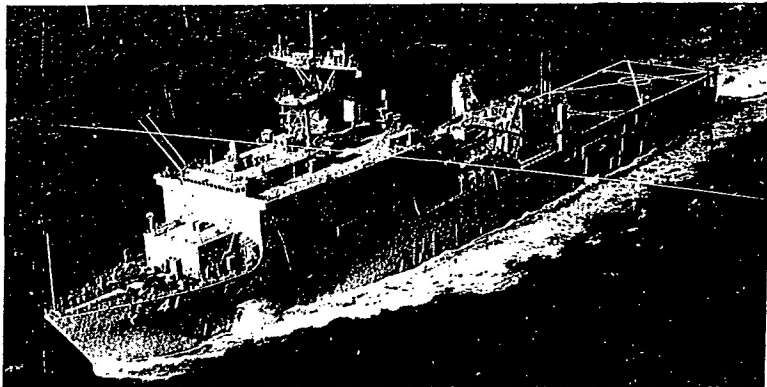
The Maritime Pre-positioning Ships (MPS) Program mentioned earlier is a model success story, and I could not be more pleased (Figure 5-5).

The first MPS squadron, fully loaded with the combat equipment and 30 days of all classes of supply for a 16,500-man Marine Amphibious Brigade, deployed on 30 July 1984. Its area of operations is the Eastern Atlantic. The MPS concept was exercised during BRIGHT STAR-85 in Egypt last August, and I have heard nothing but the highest praise from the participants. The second MPS Squadron deployed in phases, and replaced the Marine Corps portion of the Near-Term Pre-positioning Force in Diego Garcia during December 1985. The third MPS Squadron will deploy to Guam and Tinian by the end of September 1986. In summary, MPS is on schedule and proving to be an extremely valuable strategic capability.

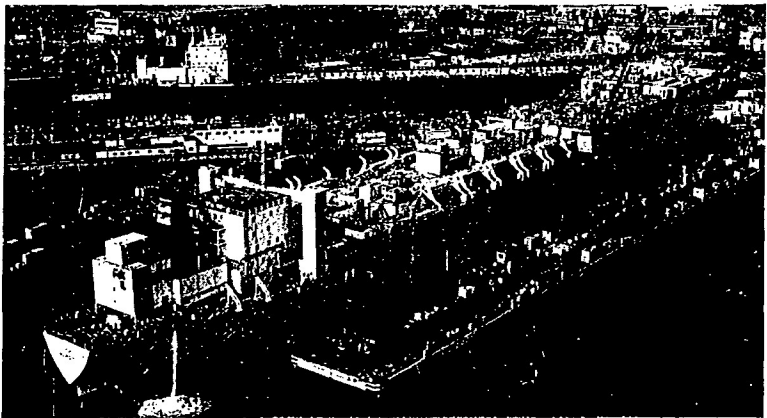
Another strategic mobility enhancement is our pre-positioning of selected equipment and supplies in Norway. This program will reduce our response time to the critical northern flank of NATO from weeks to days. The Norway force, a MAB-sized Marine Air-Ground Task Force, is a totally integrated air-ground team under a single commander with a sustainability package specifically tailored for cold-weather operations. It is a versatile, formidable force of approximately 13,000 Marines and sailors and over 150 aircraft. Because each MAB is task organized to accomplish the mission assigned, the Norway MAB has been tailored to the unique requirements of the Norway mission and, consequently, is different from the previously mentioned MPS MAB. The Norway pre-positioning program has been designed to provide rapid deployment to an area vital to the



USS WASP: Figure 5-2



USS WHIDBEY ISLAND: Figure 5-3

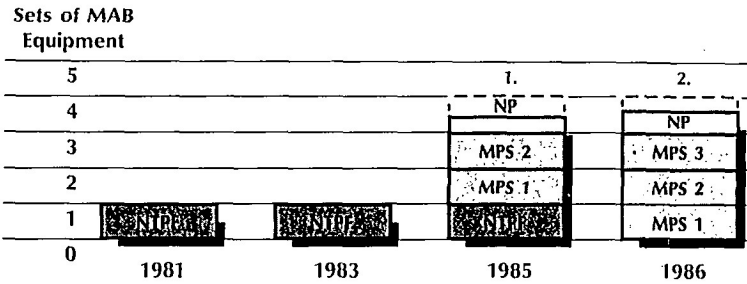


USNS MERCY: Figure 5-4

United States and her NATO allies and offers a highly credible alternative in measured response and deterrence. The program itself sends a clear signal of U.S. commitment and resolve without being provocative, and does not require the posting of a single Marine on Norwegian soil.

The Norway pre-positioning program is proceeding on course and remains a top defense priority for the Norwegians who have stepped forward to provide an unprecedented level of support. Norway's contribution through host nation support has been significant, and has greatly reduced our total pre-position-

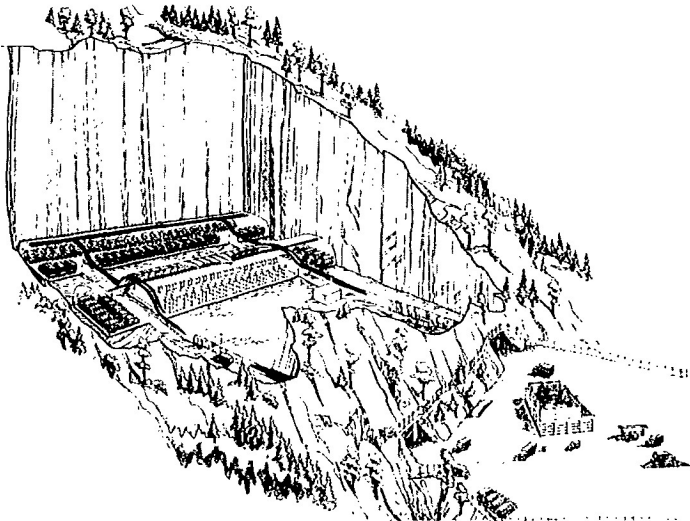
Pre-positioning Capability



NOTES:

1. NP = Norway Prepositioning which is approximately 45% funded with final IOC by 1989.
2. In December 1985, the Marine Corps portion of the NTPF was disestablished and during mid-1986 MPS-3 will be formed. MPS is an improvement over the previous NTPF.

Figure 5-5



Norway "In-Rock" Storage: Figure 5-6

ing requirements.

In addition, Norway has initiated construction of permanent "in-rock" storage facilities for MAB equipment which will greatly enhance the security and maintainability of our equipment. A conceptual illustration is at Figure 5-6. Deliveries of MAB equipment to Norway continue on a yearly basis with procurements fully programmed through 1989.

Finally, the first two exercises with this equipment have proven most successful and have set the course for increasing the scope of future exercises.

As mentioned earlier, Marines will be strategically deployed in a variety of ways. A rapid strategic deployment without corresponding mobility in employment is unacceptable on the modern battlefield. A discussion of our tactical employment efforts is thus appropriate.

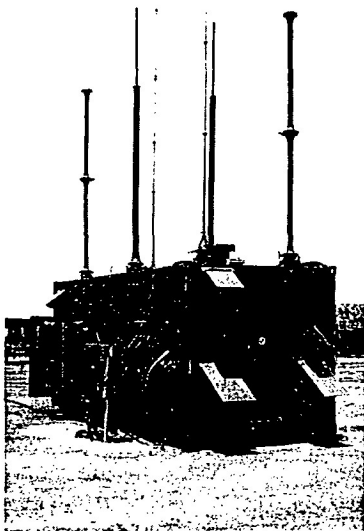
As a backdrop, I will briefly outline how we will be organized and supported for those operations. We will employ a Marine Air-Ground Task Force (MAGTF) in order to ensure maximum utility and flexibility. The size and composition of the MAGTF can vary and

are dependent upon the mission assigned and the capability of the opposing force. Each MAGTF is drawn from the three Marine Divisions, the three Aircraft Wings, and the three Force Service Support Groups. The MAGTF is comprised of four major elements: Command Element (CE), Ground Combat Element (GCE), Aviation Combat Element (ACE) and Combat Service Support Element (CSSE). There are three types of MAGTF's. The smallest one is the Marine Amphibious Unit (MAU), consisting of approximately 2,000 Marines and Navy personnel. The next level is the Marine Amphibious Brigade (MAB), and the third and largest MAGTF is the Marine Amphibious Force (MAF), made up of about 50,000 Marines and sailors. In the past, our combat, combat support, and combat service support units were honed to a razor's edge while our MAGTF command and control elements were formed in most cases "ad hoc" when we organized for combat. Because it did not make sense to deploy well-trained units under leadership that was supported by an inexperienced staff, we made some tradeoffs to create permanent MAGTF headquarters. Two MAB headquarters were activated this year, bringing our total to six. Two new MAU headquarters were activated, for a total of four. When we complete this effort, we will have three MAF headquarters as well.

MAGTF commanders must have dependable, responsive command and control systems to govern operations. Systems now in production or in development will help them achieve swifter and more decisive results on the battlefield.

The Position Location Reporting System (PLRS) automatically provides accurate, real-time, relative location, identification of friendly forces, and limited burst communications capability. PLRS is scheduled for a 1987 initial operating capability. The Marine Integrated Fire and Air Support System (MIFASS) will provide the commander automated support for the integration of supporting arms with his ground combat element's scheme of maneuver. The man-transportable NAVSTAR Global Positioning System (GPS) is a space-based radio navigation system which will provide precise location and exact timing information anywhere in the world.

Our state-of-the-art Tactical Air Operations Module (TAOM) will give us improved capabilities in integrated



External and Internal Views of Tactical Air Operations Module (TAOM): Figure 5-7
Photos courtesy of Litton Data Systems, Van Nuys, California



New Recruit Begins Recruit Training: Figure 6-1

air defense and air traffic control. Figure 5-7 depicts external and internal views of the TAOM. It will provide a link with our sister Services and allied air command and control agencies for the exchange of real-time tactical data.

We have also made significant strides in information systems management. Automated Data Processing (ADP) achievements include computerized systems for budgeting and accounting and for management of personnel, supply, and embarkation matters. Computer support in forward areas will be provided by the Deployable Force Automated Service Center (DFASC).

Marine Corps Intelligence will be

focused on a broad variety of actions which will ensure that MAGTF commanders receive the intelligence they require in a timely manner. In coordination with the Navy, we have developed the Naval Intelligence Improvement Plan for Power Projection which significantly enhances our knowledge of potential operating areas. The All-Source Imagery Processor (ASIP) now under full-scale development will provide near-real-time digital imagery to the tactical commander, while the Tactical Remote Sensor System will be smaller and lighter. Concurrent with the Final Fielding of the Intelligence Analysis Center, we are equipping our

MAGTF's with the test-bed elements of our Tactical Intelligence Management System, portable microcomputers which provide automated intelligence support to deployed units.

The Marine Corps Tactical Exploitation of National Capabilities (TEN-CAP) office continues to monitor development of advanced national systems. In an attempt to cut costs and reduce development and acquisition time, we are emphasizing use of other Service programs as well as off-the-shelf equipment. In this context we are evaluating the U.S. Army's Technical Control and Analysis Center (TCAC), which will provide an automated signal intelligence (SIGINT) analytical capability. We are also evaluating the Mobile Electronic Warfare Support System, which uses existing technology to provide MAGTF commanders with the capability to intercept, locate and degrade enemy communications.

These fully coordinated efforts will ensure that the Marine Corps has a viable, cost-effective means of providing intelligence support to all types of MAGTF's including the Special Operations Capable Marine Amphibious Units, discussed in detail later.

All of these assets, however, are of little use, if our Marines are not well-trained in their use.

6. TRAINING

The keystone of our training program is recruit training—the first step in a total system designed to prepare the individual Marine for combat. It begins when the recruit steps from the bus (Figure 6-1). Recruit training provides a series of demanding but attainable performance requirements which each recruit can identify and must master. We require the highest standards from our drill instructors and accept no deviation from these standards. Recruit training remains our most valuable training asset, and one of my top training priorities.

Subsequent to recruit training, after these men and women have earned the title "Marine," they receive specialized skill training at Marine Corps and other military formal schools. Such schooling qualifies Marines in a particular military occupational specialty prior to assignment to our operating forces. Professional military education is then provided at appropriate times for officers and enlisted Marines in order to prepare them for the increased responsibilities of higher grades.

Major Marine Corps Field Training Exercises (Active and Reserve)

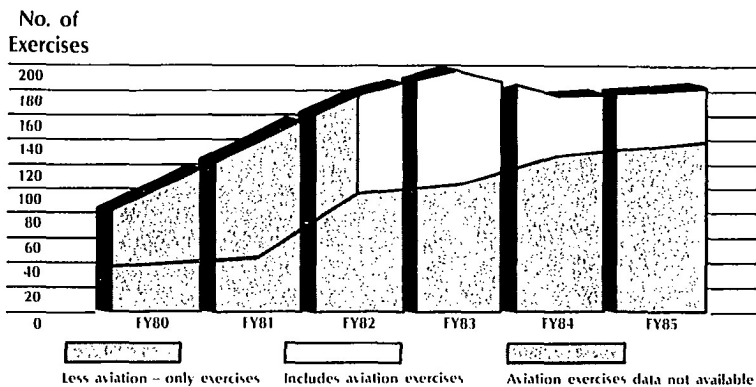


Figure 6-2

Battalion Field Training Days

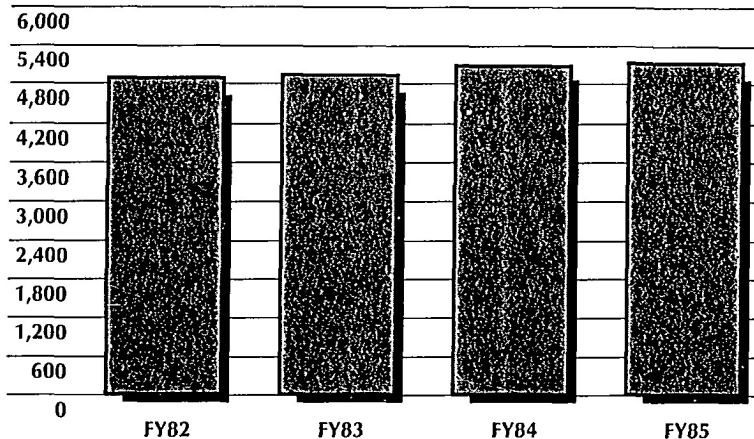


Figure 6-3

Career-level education at Amphibious Warfare School hones the war-fighting skills of experienced company grade officers through academic endeavors, including extensive wargaming, cold-weather exercises at the Marine Corps Mountain Warfare Training Center, and a battle studies program in which students analyze selected historical battles. As an indication of the recent improvement in the curriculum at Amphibious Warfare School, practical applications in wargaming; terrain analysis; and nuclear, biological, and chemical exer-

cises have increased from 70 to over 500 hours. Similarly, majors and lieutenant colonels at the Marine Corps Command and Staff College, travel to the Marine Corps Air-Ground Combat Center, Twentynine Palms, California to fill key billets in a combined-arms exercise. They also participate in a joint, Middle East exercise with students at other military service schools via satellite-communication links.

In addition, selected officers participate each year in a fellowship program and conduct self-study and research in areas involving national

strategy. In the formal training of Marines, we teach them "how to think," in addition to imparting fundamental and advanced concepts and techniques. Those Marines unable to attend a school in residence have nonresident programs available through which they can improve their professional competence. I have stressed the importance of these self-help programs to all Marines.

Our collective training program is mission-oriented, realistic, innovative, and is dependent upon the individual skills and leadership traits acquired during formal training.

We do not fight as individuals; we fight as a team and train as one in exercises. The number of major exercises since 1980 in which the Marine Corps has participated has increased significantly as indicated in Figure 6-2.

These exercises provide the Marine Corps the opportunity to train under a variety of threat scenarios, environmental conditions, and locales in order to simulate combat conditions. Commanders are thereby able to evaluate their contingency plans, staff coordination, and command and control mechanisms.

The number of Battalion Field Training Days has increased dramatically since FY82 (Figure 6-3). A "field training day" is a day spent in collective unit training, either in the field or in conjunction with amphibious operations.

Ten battalion-sized Combined Arms Exercises (CAX's) are conducted each year at Twentynine Palms, California; eight for Active units and two for Reserve units. The CAX's are conducted in desert maneuver areas which permit the integration of live ordnance delivery with unit maneuver.

Two multipurpose range complexes, one at Camp Pendleton, California, and another at Marine Corps Air-Ground Combat Center, Twentynine Palms, California, are being developed. These ranges will incorporate a vast array of computer-controlled targets for infantry, armor, antiarmor, and aviation units. When completed, these ranges will provide us modern training facilities for teaching precision gunnery with a variety of direct-fire weapons. Ranges of similar function, but limited in scope, are planned for Camp Lejeune, North Carolina; Okinawa; and Hawaii.

The Marine Corps Mountain Warfare Training Center (MCMWTC), Bridgeport, California provides an ideal location to train for potential deployment in northern Europe and western

Locations of Exercises-Operations Conducted by USMC Deployed Forces

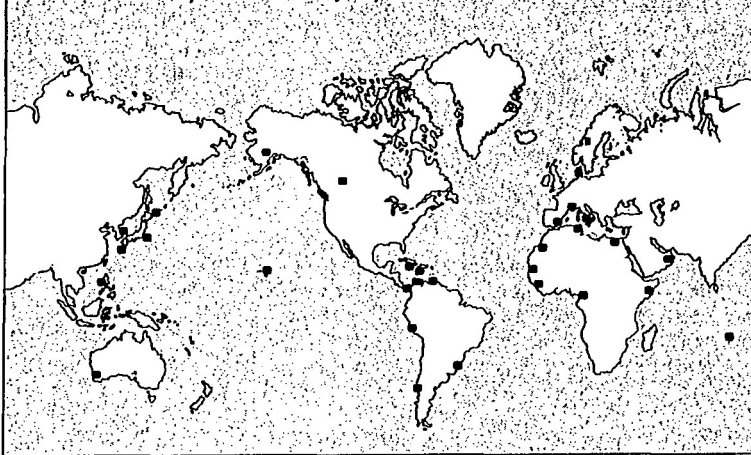


Figure 7-1

Pacific regions because of the mountainous terrain and cold-weather environment. Approximately 12,000 Marines are trained each year at the MCMWTC. This includes 10 battalion-sized units, one or more of which are from our Marine Corps Reserve.

We also train regularly with our allied counterparts around the world. Marines regularly participate in large scale joint- or combined training exercises such as TEAMWORK, NORTHERN WEDDING/BOLD GUARD, BRIGHT STAR, UNIVERSAL TREK, TEAM SPIRIT, and DISPLAY DETERMINATION. These JCS-directed exercises provide an opportunity to refine joint tactics, techniques, and procedures.

During 1985, as mentioned earlier, we began exercising our maritime pre-positioning forces. This provided the first opportunity to deploy Marine amphibious and maritime pre-positioning forces, and employ them alongside U.S. Army paratroopers on a foreign shore. MPS forces will frequently be included in joint exercises in all theaters.

The Marine Aviation Weapons and Tactics Squadron-One (MAWTS-1) at Yuma, Arizona provides standardized advanced training in all aspects of the employment of Marine aviation. MAWTS-1 conducts the semiannual Weapons and Tactics Instructor (WTI) courses which provide extensive training for 140 aircrews and aviation command and control officers, including reservists, each year. These officers return to their units and establish a cadre of expertise for unit training programs. In addition, MAWTS-1 provides training for over 3,000 Marines in supplemental

courses each year.

The goal of all Marine Corps training programs is the overall combat readiness of the Fleet Marine Forces. To this end, the Marine Corps Combat Readiness Evaluation System (MC-CRES) provides force commanders a diagnostic training-evaluation system which measures unit capability to meet operational missions. The MCCRES data are analyzed at the various command levels and at Headquarters Marine Corps in order to identify Marine Corps-wide training trends. All of these superb training efforts contribute to our overall readiness to respond globally.

7. OPERATIONAL COMMITMENTS

The quality recognized in our weapons, equipment, organization, and external lift means, coupled with superb training, prepares the Navy-Marine Corps Team for the full spectrum of conflict.

Our Marine Air-Ground Task Forces are globally deployed to support national policy and are, therefore, able to rapidly respond to international crises when directed by the National Command Authorities. Global operational and exercise deployments for FY85 are shown in Figure 7-1.

Our MAF's are deployed worldwide. Elements of our II Marine Amphibious Force (II MAF) deploy from the East Coast to the Mediterranean, the North and South Atlantic, the Caribbean, and the North Sea for participation in joint

and combined exercises. In addition, a MAU is continuously on station in the Mediterranean as the Landing Force of the Navy's Sixth Fleet.

Based on Okinawa, III MAF deploys forces in South and Southwest Asia. Infantry battalions and aircraft squadrons rotate to Okinawa and Iwakuni, Japan, from the United States as part of the Unit Deployment Program which was discussed earlier. A MAU deployed from California is on station most of the year in the Western Pacific/Indian Ocean and is also under the operational control of III MAF.

From the West Coast, I MAF units train in preparation for commitments, including commitments to the U.S. Central Command. MAU's and MAB's have deployed and joined Maritime Pre-positioning Squadron Two (MPS-2) ships. The presence of forward-deployed amphibious forces, coupled with rapid deployment of additional forces through the MPS program, constitutes the most credible element of deterrence. Adversaries have more to consider, and allies have more assurance.

Additionally, Marine aviation squadrons are deployed with Navy forward-deployed carrier battle groups in order to enhance Navy-Marine Corps interoperability. An additional benefit is derived by providing each Service the opportunity to function in the other's environment. This initiative is not new, but merely an extension of previous commitments. Marine EA-6's and RF-4's have historically been deployed aboard Navy carriers. Interoperability initiatives expand these earlier deployments to F/A-18 and A-6E squadrons. Initial implementation began in September 1985 with two Marine Corps F/A-18 squadrons deploying aboard the USS CORAL SEA.

We are currently planning for two Marine F/A-18 squadrons to be deployed annually aboard carriers. In 1986, two A-6E squadrons will likewise be assigned to a carrier aircraft wing with one to follow in 1987 and one in 1988. The Navy compensates by deploying its A-7 attack squadrons in support of deployed Marine ground forces.

Interoperability is furthered through an exchange of training methodology, concepts, tactics, and doctrine. MAWTS-1, discussed earlier, and Strike University, the Navy's counterpart, have exchanged instructors. Together they have been tasked to coordinate close air support and amphibious warfare support tactics and techniques.

Reserve Program

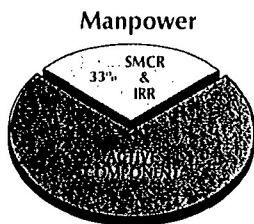
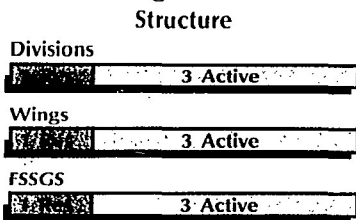


Figure 7-2

Reserve Total Force Contributions

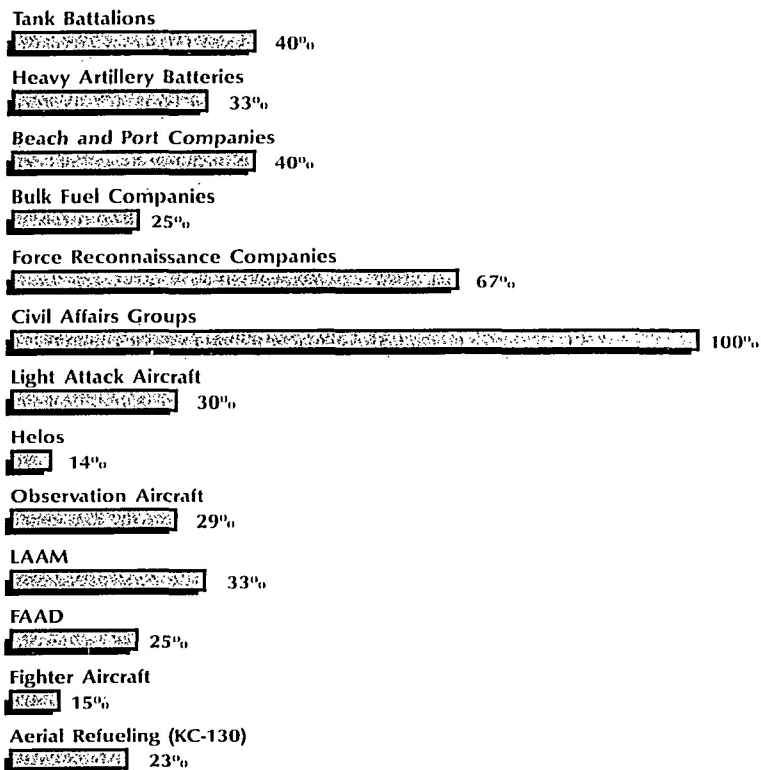


Figure 7-3

The underlying strength of our sustainability is our Reserve. Charged with providing the capability for rapid force expansion during wartime or national emergency, the Marine Corps Reserve is an integral part of the Marine Corps. Units of the Selected Marine Corps Reserve constitute a full 25 percent of the total peacetime combat power of the Marine Corps. Upon mobilization of the Individual Ready Reserve, this capability rapidly grows to 33 percent of

the Marine Corps wartime manpower requirement (Figure 7-2).

In consonance with the Total Force Policy that I mentioned in the introduction, the Marine Corps Reserve's warfighting assets constitute a significant portion of our total warfighting capability (Figure 7-3).

The Marine Corps Reserve is prepared to fill roles that both enhance and complement the mission of the Active Force. Trained units and individuals can

be quickly assimilated into a total war effort. Through selective augmentation and reinforcement, the three active MAF's can reach full wartime strength. If selective augmentation or reinforcement is not ordered, the Reserve stands ready to provide a reinforced division, an aircraft wing, and a force service support group or elements thereof.

The depth of experience found in the Marine Corps Reserve is its greatest resource. Prior-service experience, added to skills developed in civilian life and applied to the task of training and leading Marines, consistently results in performance far above the norm.

Enhancing the Reserve's capability to satisfy individual mobilization requirements by the recognition of civilian skills, selective use of retraining and refresher training, and the cataloging of Mobilization Training Unit efforts are major Marine Corps concerns.

Operating in diverse geographical environments and in joint and combined command relationships, Marine Reservists trained in 14 major exercises around the world during FY84. In FY85, 20,000 Reservists participated in 18 major exercises, deploying to Korea, Thailand, Canada, Japan, and Scotland as well as throughout CONUS. An extensive FY86 schedule involves approximately 20,000 Reservists in 15 major exercises, including deployments to Hawaii, Puerto Rico, Panama, Turkey, Korea, Norway, and Denmark.

The Marine Corps Reserve has improved a great deal over the past decade. Increased readiness and warfighting capability reflect both programmed efforts and recognition of the Reserve's contribution to Total Force capability. Given the right incentives, equipment, and training, and with the continuing support of the Congress, this warfighting capability can be sustained and our citizen Marines will continue to have our country's confidence.

In light of our worldwide commitment and continuing efforts of the Department of Defense to improve the special operations capabilities of the Services, the Marine Corps has recently completed an extensive examination of the employment of our Fleet Marine Forces in the conduct of maritime-oriented special operations. Our study has revalidated that MAGTF's are distinctly qualified to conduct a broad spectrum of special operations in a maritime environment—particularly when a requirement exists for the introduction of helicopterborne or surfaceborne forces from the sea. This in-



Figure 7-4

cludes a variety of missions—air, ground, and combined-arms—in the areas of both direct action and intelligence gathering.

Although a significant special operations capability currently exists within the Marine Air-Ground Task Forces, particularly in our forward-deployed MAU's, I have nevertheless directed an aggressive program to optimize a pilot program. This program focuses on the enhancement of the capability of forward-deployed MAU's to conduct appropriate special operations.

It is not our intent to establish new organizations which would duplicate special purpose organizations of the other Services. We recognize the unique character and importance of such special organizations, and our goal is to work toward making special operations efforts complementary. Our initial objective is to ensure that our MAGTF's, routinely deployed as part of the Navy-Marine Corps Team, are fully capable of conducting appropriate operations, either by themselves or, when mission requirements so dictate, in conjunction with special purpose organizations of the other Services.

The program to optimize our special operations capability will examine the organization, training, and equipment of our Marine Amphibious Units in anticipation of designating those which are qualified as Marine Amphibious Units (Special Operations Capable), or MAU(SOC).

Marine Security Guards (Figure 7-4) serve with the State Department at embassies around the world. As a result of the upsurge in terrorist activity and the need to provide greater internal security for our embassies and consulates, the Department of State has requested an increase in the number of Marines assigned to this duty. The increase would permit establishment of detachments at several locations which now operate without Marines, and additional Marines to existing detachments to meet changing security needs.

While the Chiefs of Missions must continue to rely on the host country for external security as provided by the Vienna Convention of 1962, internal security remains a vital concern and responsibility of the diplomatic corps. The Marine Corps fully supports this critical area of security.

Not only do Marines assigned to embassies encounter an increased probability of terrorist actions against them, but Marine Barracks and our forward-deployed MAGTF's confront this ominous threat as well. Let me update you on our program to combat terrorism. I would like to emphasize, at the outset, that the cornerstone of the Marine Corps program is my continuing belief that the best deterrent to terrorism is an alert, aware, combat-trained Marine. To that end, terrorism-counteraction training has been incorporated in selected Marine Corps formal schools. The classes range from 2 hours at recruit training to 25 hours for our officer-students at Command and Staff College. Our attendance at other Service schools dealing with measures to combat terrorism has increased 177 percent from 1984 to 1985. For FY86, we programmed 1,000 Marines to attend specialized skill schools where these measures are taught.

In addition, instruction on Military Security, to include Interior Guard, Terrorism Awareness, and Terrorism Counteraction will be incorporated into our Essential Subjects Program. This will ensure that every enlisted Marine, from private to gunnery sergeant, in every MOS, is trained and tested annually on the subject. Finally, the Marine Corps Institute has developed a correspondence course available to all Marines that devotes 75 percent of the material to victim avoidance and those measures designed to reduce the risk of attack. The remainder of the course provides hostage survival information and a Marine's responsibility under the Code of Conduct.

Since the tactics of terrorists continue to change, our program must be dynamic. We also must be alert to the ever-increasing threat posed by state-sponsored terrorism and coordination between terrorist groups. Accurate intelligence, as I mentioned earlier, is critical in combatting this increased terrorist capability. Today, our Marine Amphibious Forces are better prepared through an increase in their Staff Counterintelligence Sections.

We have also made significant strides in physical security. Our upgrade of conventional missile and rocket storage facilities is complete, and funds have been programmed to improve the structural security for our light automatic-weapons storage facilities. There has been steady improvement in our flight line security posture with an additional allocation of 742 military police billets. Physical security enhancements have

Appropriation/Authorization Request (\$ in Millions)

Appropriation Title	FY86	FY87	FY88
Military Personnel, Marine Corps	5,196.3	5,333.4	5,355.6
Reserve Personnel, Marine Corps	287.3	314.8	321.0
Operation and Maintenance, Marine Corps	1,666.5	1,864.1	1,887.6
Operation and Maintenance, Marine Corps Reserve	58.2	65.3	64.9
Procurement, Marine Corps	1,660.8	1,565.0	1,909.1
Marine Corps Stock Fund	37.7	45.9	66.2

Figure 8-1

been added at all aviation installations.

Another important aspect of our program concerns unit training in terrorism which teaches counteraction doctrine and tactics. In addition to providing publications which focus on combatting terrorism at posts and stations, we are developing other manuals specifically designed for our forward-deployed units. The operational performance standards that I referred to in last year's posture statement are now in the hands of Marine commanders. These standards provide our operational units a diagnostic training evaluation system to measure their capabilities. Significantly, for the first time, our posts and stations will use these same standards as a measuring stick by which to determine their preparedness.

Finally, commanders have developed programs at all unit levels to combat terrorism. We intend to prove to terrorists that attacks against Marines are not worth the price they will have to pay.

8. CONCLUSION

In describing the "state" of our Corps, I have attempted to underscore

the factors which make it ready for global commitment. Your Marine Corps is ready! It will remain ready because of our investments in quality: quality people, an improved quality of life, the finest weapons and equipment, and superb integrated training.

We shall continue to groom leaders at all levels of command—leaders whose skills are sharpened by professional education; leaders who are taught "how" and not "what" to think. We owe this to those young, bright patriots who daily enter our ranks.

Thanks to your support, Marines' quality of life has improved. Concerted efforts are being made to upgrade facilities and housing, both for the single and married Marines. Emphasis on the family has increased the stability of the home environment; benefiting Marines, their families, and the Corps.

With continued congressional assistance, we will equip your Marines with modern, reliable state-of-the-art weapons acquired in the most cost-effective manner, and support them with the finest aircraft, artillery, and naval surface fire support in the world.

A well-led, properly-equipped Marine is only limited by his or her training. Our innovative training programs and maximum use of realistic training environments ensure that your Marines are prepared for future conflict should the need arise.

My priorities as Commandant have been to perpetuate the quality standards established by my predecessors and to bring stability to the Corps. I want to create the most stable living and working environment that I can for your Marines in this unstable world.

Our budget reflects a program that provides the maximum defense for each dollar invested (Figure 8-1). The Marine Corps requires only a small fraction of DOD's funds, yet provides a large share of America's tactical ground and air forces. Your support will ensure that your Marine Corps remains this Country's premier Force-in-Readiness, "first to fight."

Marines on duty around the world today are the most vital elements of the Corps. They are magnificent people, and they deserve your continued support.

Because of the outstanding posture the Marine Corps is in today, we are prepared to deploy highly-trained and well-equipped Marine Air-Ground Task Forces that can be employed across the entire spectrum of warfare—from low intensity crisis situations to the support of naval campaigns in order to deter or resist Soviet aggression. When this nation needs a quality force to project amphibious power anywhere in the world, we are ready. ONE CALL GETS IT ALL!

USMC

Quote to Ponder:

"The weapons we are buying today will provide the backbone of U.S. military forces well into the 21st century. Against which potential adversaries may these weapons be used? How strong will our enemies be? What weapons will they use? If the future resembles the past the assumptions our planners make . . . may prove to be inaccurate. . . . In the face of uncertainty, prudence requires that we hedge against the risk of being wrong."

**—Caspar W. Weinberger
Secretary of Defense in his
Report to the Congress, FY87**