

The Annual Report of the Marine Corps to the Congress

by Gen A. M. Gray
Commandant of the Marine Corps

As Operation DESERT STORM draws to a close, tough decisions on what the Corps will look like in the future are just around the corner. In this year's Report to Congress, the Commandant makes the case for a well-equipped, maritime-oriented Marine Corps for the 1990s—a force that is as sustainable as it is ready.

Mr. Chairman, distinguished members of the Committee, I appreciate this opportunity to report to you on the readiness and capabilities of your Marine Corps.

PROLOGUE

For many years, Marine Commandants have been making statements on the posture and readiness of your Corps. In 1990 these statements were again put to the test. We had promised that we could respond to multiple crises around the globe at a moment's notice without mobilization. We have. We had promised that we would be light enough to get there, and heavy enough to win. We are. And we promised that your Marines would be warriors—second to none. We believe they are.

Our global orientation, maritime character, and expeditionary capability have all been ably demonstrated during the past year. Marines were ready in the Philippines when they were needed to provide disaster relief, to improve security for our naval and diplomatic installations, and to provide a stabilizing influence. They were ready when American citizens and foreign nationals had to be evacuated from strife-torn Liberia and Somalia. And they were ready when called upon to fight in Panama and DESERT STORM.

Today, your Marine Corps is executing its legislated roles and missions. Our Active and Reserve Marine units operating around the world are fully integrated fighting forces. Approximately 80 percent of our operating forces are performing missions outside the conti-

mental United States. . . . These deployed units include 29 of our 33 infantry battalions, all of our tank battalions, and 60 of our 76 aviation squadrons. The impressive capabilities being demonstrated by this Total Force are the result of the superb planning

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and execution of legions of dedicated Marines and Sailors operating under the leadership and vision of my distinguished predecessors. Equally as important has been the leadership of our civilian and military defense leaders in the Department of the Navy and the Department of Defense. Above all, none of these capabilities and readiness would be possible without the support of the American people as reflected by the support and actions of the Congress.

Even as our attention is focused on events in the Middle East, we must make decisions regarding military strategy and force structure that will determine our Nation's military capability well into the next century. It's not an

easy task to reduce defense spending and force structure in a security environment in which the only certainty is uncertainty.

INTERNATIONAL SECURITY ENVIRONMENT

For the past 45 years, our national security policy and strategy has been consistent and effective. Based on the policy of containment, our strategy was built upon the pillars of deterrence, forward defense, and strong alliances. The result was a victory in the Cold War and optimism about the prospects for peace in the future. Our optimism was short lived. The end of the Cold War did not result in a world at peace.

Recent world events have shown that a relatively stable security environment has been replaced by one of increasing instability and uncertainty. The collapse of the bipolar balance of power will result eventually in a multipolar world. However, during this period of transition, the world will be increasingly volatile as emerging powers attempt to take advantage of the current security environment and try to achieve hegemony in their respective regions. Transnational political entities such as terrorist organizations and traffickers in illegal narcotics will use unscrupulously whatever means are available to achieve their ends. Terrorism against individuals, property, and even the environment will continue to be an inexpensive weapon to achieve political objectives.

Nationalism is on the rise, especially in those countries upon which the developed world is dependent for its supply of strategic resources. These

nations are beginning to demand a greater share of the wealth produced by their resources, and it is likely they will begin to exert increased influence on world affairs as they realize the extent of their power. This situation is complicated further by the proliferation of high-technology weapons, weapons of mass destruction, and conventional weapons. In some of these areas our access to materials, markets, and bases also could be threatened or reduced. In these same regions, dramatic increases in population coupled with an increased dissatisfaction about the gap between rich and poor will be a major source of regional instability and a cause of insurgencies.

Our Nation's economy is becoming increasingly integrated within a single, worldwide economic order. This interdependence may cause conflict as existing political instabilities are exacerbated by economic disparity, increased competition for scarce resources, and growing nationalism. Our economic well-being will remain dependent upon our continued access to natural resources and world markets.

The shift from the relative certainty of the Cold War to the uncertainty that lies ahead requires that we shift from a policy of containment to a policy of stability. The goal of this policy is the creation of the favorable political, economic, and security environments needed to achieve our objectives. To be successful, we must focus all the elements of our national power toward the achievement of a single goal—worldwide stability. Our political, diplomatic, economic, and military means must be totally integrated and focused on the achievement of this goal. Our success will be dependent upon diplomatic influence abroad, political unity at home, and a credible military capability.

In light of the ongoing changes in the international security environment, we must continue the complete and comprehensive examination of our military strategy and military force structure requirements. We must develop a military strategy and force structure that will promote stability, foster collective security, and provide a hedge against uncertainty well into the 21st century. In doing so, we need a strategic thought process that recognizes that aerospace, maritime, and continental concepts are most effective when combined into a single in-

tegrated strategy.

Successful execution of a military strategy designed to assist in maintaining worldwide stability requires a flexible military force structure that possesses a wide range of capabilities and aggregate usefulness. The missions assigned to these forces will range from forward peacetime presence to sustained power projection operations. These missions will require the combined capabilities of all the components of our military force structure. This is why in the coming decade even greater emphasis will have to be placed on joint and combined operations, since they provide the means to capitalize on the existing complementary capabilities of each of the Services.

Each Service must continue to focus on its respective roles and missions if we are to capitalize on the synergistic combat capabilities that are the result of decades of organizational focus and institutional ethos. As we debate our future force structure requirements, we should remember that the unique missions and functional capabilities of the Services are designed specifically to be complementary, enabling, and enhancing. Used together, they provide us the means to generate rapidly whatever combat power is needed for the mission at hand.

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NAVAL FORCES

The ability to maintain influence by sustained forward presence and, when needed, to project power ashore in distant regions of the world is a fundamental capability for successful execution of a stability strategy. We believe that Navy and Marine Corps expeditionary forces will continue to provide a significant portion of this required capability. Our naval forces are already structured and, more important, already postured to maintain forward presence and to be the lead elements

of our power projection capability in many of our Nation's regions of interest.

Today, our naval expeditionary forces are operating around the globe demonstrating U.S. interest, supporting our allies, ensuring our free use of the sea lines of communications and our access to markets, and providing an immediately available and credible crisis response capability. As demonstrated repeatedly, the presence of naval expeditionary forces, poised off the coast of a potential adversary for extended periods, can deter conflict and allow the diplomatic process to work. Should diplomacy fail, these forces can project combat power ashore with the necessary sustainment to accomplish a wide range of missions.

These expeditionary forces are a logical complement and, in some cases, the only alternative to the permanent forward-basing of land forces. Naval forces arrive on the scene with all the inherent advantages that seabasing affords: flexibility, mobility, security, and sustainability. As a result, in many cases, naval forces are the “force of choice” for crisis response operations because of their ability to operate from sea bases without a need for host-nation support, overflight rights, or aircraft and personnel bed-down sites.

Future conflicts may not offer us the luxury of established air and supply bases that often have been available. Naval forces provide the National Command Authorities with a flexible response option to crises by being able to demonstrate resolve to belligerents and regional allies; evacuate and protect noncombatants; enable the early commitment of follow-on forces by seizing strategic facilities, choke points, and airfields; or to conduct strike operations and sustained operations over the shore. And they also may perform supporting operations, such as protection of sea lines of communication, interdiction, and blockade.

Power projection will, in the most likely regions of instability, require a major maritime commitment. These operations normally will evolve from an initial presence by forward-deployed naval forces—most likely a carrier battle group and an amphibious force that includes a special operations capable Marine air-ground task force. This initial task force could consist of either a Marine expeditionary unit or a smaller special purpose force,

since these types of forces are routinely forward-deployed to maintain influence and enhance stability in regions of interest.

As we have seen in the Persian Gulf, naval presence can be enlarged sequentially through the introduction of augmenting forces, such as additional carrier battle groups, battleships, Marine expeditionary forces, and maritime pre-positioning ship squadrons. In addition, this initial naval presence also can be augmented by land-based forces with the sequential introduction of ground combat elements and land-based tactical aircraft.

THE CORPS

Fleet Marine Forces with their flexible organization, their combined arms and amphibious capabilities, and a centuries old relationship with the Navy are ideally suited for naval expeditionary operations. Our legislated combined arms force structure of three Active and one Reserve division-winning teams is organized for combat as air-ground-logistic teams called Marine expeditionary forces (MEFs). These MEFs, strategically located and rapidly deployable, are our principal organization for combat and peacetime preparedness. They are reservoirs of combined arms power from which a variety of Marine air-ground task forces (MAGTFs) can be task organized for the mission assigned.

The MAGTF concept is based on the integration of ground combat, aviation combat, and combat service support elements under a single commander. This approach allows us to tailor the MAGTF in size and composition to meet the broadest range of operational requirements on short notice. All MAGTFs can possess special operations capabilities and can be task organized as small, special purpose forces, as light airlifted contingency forces, as amphibious assault forces, or as forces tailored to linkup with pre-positioned supplies loaded aboard maritime pre-positioning ships. They also can operate independently or as part of a joint task force.

In response to the present crisis in Southwest Asia we deployed several Marine expeditionary brigades (MEBs) aboard amphibious shipping, by strategic airlift, and by using maritime pre-positioning ships. We then combined these units into two MEFs: one



ashore and one afloat aboard amphibious ships. The MEF ashore is a task organized force, specifically tailored for combined-arms warfare against a mechanized threat. The MEF afloat is task organized to conduct forcible entry operations from the sea.

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Deployment Options

We continue to emphasize rapid response and sustainability in all aspects of planning and execution. Our expeditionary forces deploy by amphibious ships, strategic airlift, maritime pre-positioning, or a combination of all three means. Depending on the situation, we have the flexibility to task organize a force that maximizes the capability of each option: the utility, forcible-entry capability, and endurance of amphibious lift; the capacity and sustainability of sealift; and the speed of airlift.

Amphibious Lift

Much of our Nation's ability to respond to simultaneous and multiple crises around the globe depends on the availability of amphibious shipping. In the midst of our Southwest Asia deployment, the largest naval deployment since World War II, amphibious forces were called upon simultaneously to evacuate American citizens and foreign nationals from Liberia and Somalia. These operations underscore our Nation's need for flexible, responsive, and most important, immediately available and forward-deployed Marine expeditionary and Navy amphibious forces. We believe that our operational requirement remains unchanged: enough amphibious shipping to lift two MEFs simultaneously. This allows us to land one MEF and still retain the flexibility to meet other worldwide operational requirements. Although budget constraints will not permit us to achieve this goal, it is the benchmark for measuring the difference between requirements and capabilities.

Maritime Pre-Positioning

Ten years ago you implemented the Maritime Pre-Positioning Program to complement our amphibious capability. The strategic deployment flexibility offered by maritime pre-positioning combines the advantages of airlift speed with sealift capacity and forward positioning to rapidly deploy MAGTFs in support of the warfighting commanders in chief (CinCs). This program was validated in an operational environment for the first time last August in Southwest Asia. The first maritime prepositioning ships (MPS) arrived in Southwest Asia with-

in a week of receiving their movement orders. As they began off-loading their cargo, Marine units from California and Hawaii, flown in by strategic airlift, were there to linkup with their supplies and equipment.

All three of our MPS squadrons have been employed in the Persian Gulf. Each of these specially configured squadrons provides enough tanks, artillery, vehicles, ammunition, supplies, food, fuel, and water to support a brigade of Marines for 30 days of combat. The utility of these ships did not end with the off-load of their cargo. For example, two of the ships subsequently formed the nucleus of a floating mobile logistics seabase. They now provide maintenance, fresh water production, and fuel and munitions storage to the Marines in Southwest Asia. In addition, one ship has been reloaded and is providing a maritime pre-positioned force capability for a Marine expeditionary unit (MEU). This ship is now on station in the Pacific for crisis actions.

The Maritime Pre-Positioning Program allows us to conserve the Nation's critical strategic airlift. For example, the lead element of I MEF, the 7th MEB (an integrated combined arms task force of over 18,000 Marines) used 259 strategic airlift sorties deploying to Southwest Asia. This is modest when compared to the 3,000-plus sorties that would be required to move the same force without maritime pre-positioning.

Maritime pre-positioning was designed to complement and enhance our strategic mobility and flexibility. It was not intended to be a substitute for the forcible-entry capability that amphibious shipping provides.

Two aviation logistic support ships (T-AVB) also deployed to Southwest Asia. These specially configured ships, although not part of the MPS squadrons, provide spare parts, technicians, and intermediate maintenance facilities and equipment. They can operate either underway or pier-side. Without the T-AVBs, 320 airlift sorties would be required to deploy each of these intermediate maintenance capabilities.

Our amphibious shipping, MPS, and the T-AVBs have demonstrated their value in crisis response. This year's operations in Southwest Asia, Liberia, and Somalia would not have been possible without these relevant capabilities.

Strategic Airlift

Marines can also deploy by strategic airlift either as part of a maritime pre-positioning force operation or independently as airlifted contingency forces (ACFs). Our ACFs are light, task-organized expeditionary forces rapidly deployable on very short notice. They can operate independently or as the lead element of a larger naval expeditionary force or joint/combined task force.

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Current Operations

Today, Marines are operating throughout the world. The events of the past year highlight the global capabilities and flexibility of the Marine Corps. The deployment of Marines to Southwest Asia and simultaneous operations in Liberia, the Philippines, and Somalia highlight the important contributions Marines make to our Nation's security. The initial deployment of Marine units and the subsequent linkup with their equipment provided the first credible task-organized, anti-armor, combined arms force during the early stages of the crisis. As the Marine presence grew from 40,000 in late October to over 90,000 Marines today, so did our capabilities. These Marines, specifically task organized for DESERT STORM, now form two MEFs.

The expeditionary force ashore, in essence a Marine expeditionary corps, consists of two reinforced Marine divisions, one Army armored brigade, four Navy construction battalions, one reinforced Marine aircraft wing, and two Marine force service support groups. The MEF afloat consists of about 18,000 Marines aboard amphibious ships. We tailored these two MEFs to accomplish a wide range of missions with units derived from all three of our MEFs and our Reserve division-wing team. This was possible because of our

organizational focus on sustained, task-organized expeditionary operations and the flexibility and aggregate usefulness of our existing force structure.

In Operation SHARP EDGE, Marines responded to the crisis in Liberia. Upon receipt of the National Command Authority tasking, we organized a special purpose force from our forward-deployed MEU in the Mediterranean, embarked it aboard a Navy destroyer, and deployed it to Liberia. A few days later the amphibious ready group with the remainder of the 22d Marine Expeditionary Unit, Special Operations Capable (22d MEU(SOC)) arrived. These Sailors and Marines remained on-station for more than 6 months and evacuated over 2,400 American citizens and foreign nationals from the war-torn capital of Monrovia. The evacuation began as Marines were deploying to Southwest Asia for Operation DESERT SHIELD.

As the crisis in the Gulf intensified, American citizens threatened in Mogadishu, Somalia, required evacuation. Two amphibious ships detached from the task force operating in the Persian Gulf and steamed toward Somalia. Four hundred and sixty miles from Somalia two CH-53E helicopters loaded with a Marine special purpose force were launched from amphibious ships. The helicopters were refueled twice en route at night by Marine KC-130 tankers, and arrived in time to safely evacuate American citizens and foreign nationals. Mission accomplished and helos back aboard, the ships steamed back to the Persian Gulf and are again engaged in DESERT STORM.

Since 1989, MAGTFs have maintained a continuous presence in the Philippines. These forces, drawn from III MEF forces forward-deployed in Japan, are providing protection for our citizens, interests, and naval installations.

Counternarcotics Support

We have supported strongly the President's National Drug Control Strategy as an integral part of the Department of Defense effort to combat the importation of illicit drugs at their source, in transit, and within the United States. At the source, we are conducting training in riverine operations and providing mobile training teams to various Latin American nations on the frontline of the Drug War. We have deployed a tactical air operations cen-



ter that provides air surveillance radar coverage in Latin America in support of the Southern Command. Additionally, we provide personnel training and operational support to the Drug Enforcement Administration. We also have conducted continuous OV-10 maritime detection and monitoring missions in the Caribbean Sea and the Atlantic Ocean until August 1990. Within the United States, Marine ground surveillance operations and other special operations are continuing along the Southwest border. Further, Marines continue to conduct law enforcement operations along the California coast by providing surveillance of inlets that are potentially usable for drug smuggling.

We have not neglected the home front in our fight against illegal drugs. We are helping community leaders in their efforts to rid their neighborhoods of illicit drugs. These efforts include role model and education programs at grade- and high-school levels as well as efforts with community youth activities to offer positive alternatives to drugs. And we have been at the forefront in providing rehabilitation-oriented training to state and local corrections officers. We continue to assist the local enforcement agencies in developing leadership and motivational techniques for use in turning around the lives of young drug offenders.

Right Force—Right Focus—Right Capabilities

Our ability to respond to several crises simultaneously while maintaining worldwide presence underscores the need for a Marine Corps of three active MEFs. Three MEFs provide the capability and flexibility needed for global operations. Our balanced MAGTFs with fully developed air-ground and logistics elements allow us to respond to a 60-day crisis without Reserve call-

up. Although our Reserves are not used for crisis response, they provide a critical sustainment and reinforcement base for extended operations beyond 60 days. As the Nation's expeditionary force-in-readiness, Marines arrive ready to fight with the sustainment necessary to accomplish the mission at hand.

Service Planning

Conventional deterrence, protection of American citizens, security of critical installations, and warfighting are just four of the missions Marines are accomplishing today throughout the world. These contributions are the result of a deliberate and comprehensive Service planning process that addresses all aspects of our training, education, doctrine, and equipment. Our planning process is charting the future course of your Marine Corps. It has guided the response of the MEFs in Southwest Asia and the contingency responses in Liberia, Somalia, and the Philippines.

Although the Marine Corps has significant capabilities, improvements in our expeditionary capabilities must continue. We have developed and continue to refine the three plans that will guide our Corps into the next century. The first, the *Marine Corps Cam-*

paign Plan, provides a common direction to the Fleet Marine Forces and the supporting establishment. The second, the *Marine Corps Long Range Plan*, projects the long-term security environment as well as the concepts, capabilities, and goals needed to meet the challenges that are 10 to 20 years into the future. The third, the *MAGTF Master Plan*, focuses on operational concepts and requirements through the year 2000. This master plan places an increased emphasis on revolutionary warfare and regional conflict. By incorporating the goals outlined in the long-range plan into our master plan, we are able to establish and identify the priorities for developing our mid- and long-range operational requirements.

Research, Development, and Acquisition

Our primary research, development, and acquisition goals are aimed at enhancing our multimission capable forces and further developing an over-the-horizon assault capability. Every equipment modernization decision supports these goals. The key thoughts are mobility, flexibility, speed, and significant combat advantage. Several systems currently under development will help us meet our goals.

Aviation Combat

Recent events have reemphasized the critical need to replace our medium assault lift helicopter fleet. Operations in Southwest Asia, Liberia, and Somalia underscore the vital necessity for a medium assault lift capability that includes increased speed, range, survivability, payload, and the subsystems required for precision navigation at night and in adverse weather. Today, Marines are operating in a combat environment that pushes the CH-46 to



the edge of its operating limits. If production started today on its replacement, the CH-46 fleet would be more than 40 years old by the time the last aircraft retired. While we are sensitive to the current fiscal environment, advances in surface-to-air munitions have placed this airframe and the Marines that it carries at risk. The process of evaluating the medium assault lift requirement and selecting alternatives is ongoing. However, we have reached the point where we can no longer afford to postpone the decision to replace the CH-46.

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To meet our other operational requirements, we have requested procurement of AH-1W, CH-53E, and F/A-18 aircraft. This continued force modernization is essential to our future warfighting capabilities.

We continue to pursue evolutionary enhancements to the capabilities of our aircraft. We are especially interested in improving our ability to conduct night and adverse weather operations from over-the-horizon. The achievement of these capabilities remains a crucial warfighting requirement. Our programs are structured to capitalize on mature and proven technology that requires a minimum investment in RDT&E (research, development, test, and evaluation) and procurement.

Our AH-1W night targeting system is a critical warfighting requirement. We are planning to procure 18 systems during fiscal year 1992. Further, we expect delivery of the precision navigation systems for the AH-1W to begin this year. We are also in the process of standing up our second squadron of night attack Harriers. Equipped with a forward-looking infrared radar (FLIR), night vision goggles, and a cockpit optimized for night operations, the night attack AV-8B provides for round-

the-clock operations. Additionally, our fiscal year 1991 AV-8Bs will be radar equipped to provide an air-to-air capability. We also have enhanced our overall night and all-weather capabilities by the modernization of our F/A-18A aircraft to F/A-18Cs and the transition from A-6Es to F/A-18Ds. Our first F/A-18D squadron is currently deployed to Southwest Asia. The transition of a second squadron of A-6Es to F/A-18Ds is underway. The addition of FLIR and a night vision device will measurably improve our night attack capability. The continued addition of other improvements will provide our F/A-18Ds with an all-weather targeting capability. We also have translated lessons learned during operations in Southwest Asia into improvements in our night fighting tactics, our use of electronic countermeasures, and our ability to navigate in combat.

We seek new procurement only when modifications are not practical. We have further reduced operating costs and increased the commonality of our force by retiring three older type/model/series of aircraft from our inventory. Our goal is to reduce the types of aircraft in our inventory with no loss of capability.

Ground Combat

The Advanced Amphibious Assault (AAA) Program remains our primary development research effort. It will provide the high speed movement of the surface assault forces from ships beyond the horizon to inland objectives. The final product of the AAA Program will complement the Navy's landing craft, air cushion (LCAC) and the Marine Corps' medium assault lift aircraft in improving dramatically the forcible entry capability and tactical mobility of our expeditionary forces.

We will add the LAV(AD), the air defense variant, to our family of light armored vehicles and will continue the research and development of an assault gun variant. Concurrently, we continue to improve communications interoperability with all U.S. and Allied military forces. Several systems will help fulfill this communications requirement: the Marine Air Command and Control System, the Joint Service Imagery Processor System (JSIPS), the Marine Tactical Command and Control System (MTCCS), and the Single Channel Ground-to-Air

Radio System (SINCGARS). These systems, in combination with other programs, will improve dramatically our ability to exchange secure, near-real-time tactical information in joint and combined operations.

PEOPLE—OUR MOST PRECIOUS RESOURCE

While equipment is a vital necessity to any military organization, nothing is possible without our greatest asset—people. Our deployment to Southwest Asia and the subsequent buildup of supplies and equipment is a tribute to the quality of our young men and women who make the whole system work.

Operation DESERT STORM has clearly proved the efficacy of the Marine Corps' Total Force Policy. Today, more than 80 percent of the Fleet Marine Forces and 50 percent of the Selected Marine Corps Reserve are deployed side-by-side outside the continental United States. Their combined performance reaffirms the wisdom of building our Total Force with quality Marines—highly trained, educated, and prepared!

Recruiting

Our Total Force has been strengthened by the recruiting successes of the past three years. More than 95 percent of our accessions were high school graduates with over 67 percent scoring in the upper three Armed Forces

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Qualification Test Categories. These achievements provide the Marine Corps with responsive, highly motivated, and intelligent Marines. As amply demonstrated by recent events, these young Americans give us the kind of quality we need to man a force capable of dealing with an uncertain world situation.

As we proceed into the 1990s, we will continue to seek out the same high-quality young Americans. Successful recruiting is a combination of articulating the challenges of being a



Marine, providing recruiters with the advertising resources to get the word out, and raising compensation levels enough to attract the quality individual we seek. A smaller, more elite Corps will demand that every Marine be multitasked. Changing demographics and increased competition for America's youth will make our search for quality more difficult. Helping our recruiters succeed will require adequate funding for our recruiting and advertising programs.

Retention

The success of our recruiting program is mirrored by impressive successes in our retention programs. We are especially proud that the Marine Corps surpassed its overall reenlistment goals for fiscal year 1990. In achieving our retention goals the Marine Corps has improved unit cohesion, increased unit stability, and lowered training costs. In this way, retention programs provide a very high return on recruiting and training investments. The Selective Reenlistment Bonus Program is one of the most important factors contributing to our success. Its continued funding will be important to the future of your Marines.

Force Structure

In the midst of an exceptionally busy operational period and despite mounting tensions throughout the world, we are preparing to reduce our end strength. I must emphasize that these reductions will have a disproportionate impact on our operating forces: the Fleet Marine Forces, Marine Security Forces, Marine Support Battalion (Naval Security Group), and the Marine Se-

curity Guard Battalion. Our training and supporting establishments are extremely lean and cost effective. Strength reductions will, therefore, have the greatest [adverse] impact on our operating forces—the forces called upon to do so much in an uncertain world.

The years ahead will challenge our leadership, imagination, and creativity in ways we had not heretofore experienced. We must prepare our readiness and warfighting capability as we reduce the size of a force expanded by the demands of the present crisis. My primary concern is that we remember the loyal and dedicated service of the Marines who are doing what must be done in Operation DESERT STORM.

“Any “drawdown” must be fair to all Marines, take advantage of the new reduction authorities you have provided, be equitable, and respect the dignity of our Marines and their families.”

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Quality of Life

Our family service centers are important to our Marine Corps family. There are 18 family service centers located in the United States and overseas. The demands on these centers

have increased steadily over the past three years. For example, there have been over 350,000 contacts during the past fiscal year, a fact that underscores the family service centers' value to our Marines and their families. In addition, the demands on our child development centers have increased dramati-

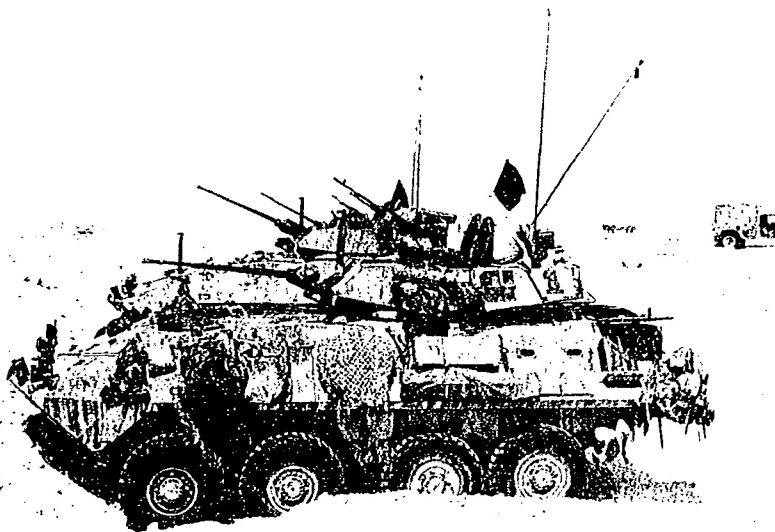
“DESERT STORM'S smooth integration of Reserve combat, combat support, and combat service support units into the Active forces has proven the viability of our integrated training and exercise programs. Our Reserve forces are a key component of our warfighting capability.”

ically. Additional support in these areas will be required if we are to fulfill the needs of our Marine family.

Anticipated manpower reductions will also test many of the programs designed to help Marines transition from military to civilian life. For instance, Marines with good service records who are involuntarily separated after 6 years but less than 20 years of service will receive separation pay. Other programs that you have supported and sponsored through the Transition Assistance Management Program will also ease the transition to civilian life.

Reserves

DESERT STORM'S smooth integration of Reserve combat, combat support, and combat service support units into the Active forces has proven the viability of our integrated training and exercise programs. Our Reserve forces are a key component of our warfighting capability. For example, Reserve Marines are assuming several Active force missions by providing the majority of forces for Exercise BATTLE GRIFFIN—a northern region North Atlantic Treaty Organization exercise. They are also participating in Exercise TEAM SPIRIT in Korea, Exercise AHUAS TARA-91 in Honduras, and Exercise SOLID SHIELD within the Atlantic Command. Additionally, the 4th Marine Division has assumed I MEF's drug



Marine LAVs in the sands of Saudi Arabia.

interdiction mission in support of Joint Task Force 6 along our Southwest border.

Retirees

Our retirees continue to prove the maxim, "Once a Marine, always a Marine." In recent months I have received hundreds of phone calls, letters, and visits from retired Marines asking to return to active duty to support our efforts in the Persian Gulf. The spirit embodied in these warriors remains the foundation upon which we continue to build our Corps of the future. For example, many of our retired Marines take an active role in our professional military education programs. We are not ignoring this important resource, and we continue to support fully the programs upon which they rely.

Civilians

Our civilian employees are critical to our success. They are strategically placed in our supporting activities to help us keep Marines in the operating forces. This is why reductions to our civilian structure must be carefully considered.

TRAINING AND EDUCATION

Our Nation's military capability is enhanced by a Marine Corps prepared for battle by demanding and comprehensive training and education programs. These programs have institutionalized the qualities that have made Marines what they are. Your Marines are taught not only combat

skills but, more important, they are taught to outthink any opponent and to seize and maintain the initiative. This is a testimony to our combat-oriented Marine battle skills training, which is designed to develop and sustain basic combat skills throughout a Marine's career.

Our Professional Military Education (PME) Program develops innovative, thinking leaders. It encompasses professional self-study that includes correspondence courses, professional reading, symposiums, and formal schools. Our educational programs are designed to assist all Marines in their personal growth within the profession of arms. For example, our noncommissioned officers (NCOs) participate in a continuous program of PME. At each level in their career our NCOs are studying the profession of arms either at school or in the field. Quality small unit leadership has always been our trademark. Our PME program will ensure the tradition continues.

The Marine Corps University, founded in 1989 and located at Quantico, is responsible for developing and coordinating PME throughout the Corps. This includes resident and nonresident PME for Active and Reserve Marines. The resident schools of the Marine Corps University include the NCO schools, Staff NCO academies, The Basic School, Communications Officers' School, Amphibious Warfare School, and Command and Staff College.

Our School of Advanced Warfighting, a year-long extension of our Com-

mand and Staff College, will better prepare officers for key positions in high-level joint and combined staff billets. The Art of War Studies program is part of our current effort to upgrade the quality and depth of the Marine Corps University faculty. A handful of select senior officers spends a year studying advanced issues in strategy and the operational art. The graduates of this top-level school will then serve two-year tours as faculty members at the Marine Corps University. Progress is also being made on the University's planned research facility. It will be a comprehensive facility that will provide related research services for the analysis and study of expeditionary and amphibious warfare.

SUSTAINING THE FORCE

Perhaps the most noteworthy achievement during Operation DESERT SHIELD was the rapid deployment to Southwest Asia of a credible, task-organized combat force with an organic sustainment capability. A fundamental characteristic of naval forces is that they deploy with an adequate level of sustainability. As a policy, our MEFs deploy with 60 days of supply. They truly "get to the fight fast with enough supplies to last."

Operations in Saudi Arabia have proven our ability to sustain our forces. We committed over 80 percent of our operating forces and a larger percentage of war reserve stocks to meet the requirements of this contin-

“In the process of achieving a force with balanced ground, aviation, and service support forces, we insisted that organic sustainability be maintained in spite of strong pressures to try to gain ‘tooth’ at the expense of ‘tail.’”

agency. Without our logistics depth, acquired through years of persistent programming efforts and your consistent support, our rapid buildup of needed combined arms power in Southwest Asia may not have been possible.

The Marine Corps did not develop this logistics capability without costs. In the process of achieving a force with balanced ground, aviation, and service support forces, we insisted that organic sustainability be maintained in spite of strong pressures to try to gain “tooth” at the expense of “tail.” As a result our combat service support is in our active force structure, and we will continue to maintain a “tooth” to “tail” ratio consistent with a truly expeditionary force.

The kind of logistics capability demonstrated during DESERT STORM is critical to our Nation’s military capa-

“Decisions in the postwar era, when resources are scarce, will be difficult. However, we must reconstitute our sustainability and our MPS capability to meet the next crisis as quickly as possible.”

bility. Decisions in the postwar era, when resources are scarce, will be difficult. However, we must reconstitute our sustainability and our MPS capability to meet the next crisis as quickly as possible. The unfolding nature of world events will not allow us the luxury of taking our time to prepare for the next crisis.

Our request for FY1992/1993 is as follows:

| (\$ MILLIONS) | | | | |
|-------------------------------|----------------|----------------|----------------|----------------|
| Appropriation Table | FY90 | FY91 | FY92 | FY93 |
| Military Personnel | \$5,799 | \$5,912 | \$6,067 | \$6,101 |
| Marine Corps | | | | |
| Reserve Personnel | 314 | 337 | 327 | 330 |
| Marine Corps | | | | |
| Operation and Maintenance | 1,851 | 1,890 | 1,895 | 1,740 |
| Marine Corps | | | | |
| Operation and Maintenance | 78 | 85 | 76 | 75 |
| Marine Corps Reserve | | | | |
| Procurement | 1,100 | 690 | 1,039 | 651 |
| Marine Corps | | | | |
| Family Housing | 151 | 133 | 131 | 113 |
| Marine Corps Allocation | | | | |
| Military Construction | 162 | 139 | 95 | 153 |
| Marine Corps Projects | | | | |
| Military Construction | 16 | 9 | 5 | 3 |
| Marine Corps Reserve Projects | | | | |
| Stock Fund | 26 | 0 | 0 | 0 |
| Marine Corps | | | | |
| Total | \$9,497 | \$9,195 | \$9,635 | \$9,166 |

THE FUTURE

There will always be those who will continue to make the mistake of underestimating the resolve of the American people. They will persist in challenging us along littorals and in the rapidly expanding urban centers of developing nations, many of which have experienced extraordinary population growth and thus face suddenly released national, ethnic, and economic aspirations. These factors will combine to generate new frictions, renew old feuds, and contribute to instability.

Such circumstances dictate that as our Nation moves into the 21st century we face the challenge of determining the right mix of military capabilities based on need and affordability. Fortunately, the foundations of our military requirements are in existence today. In particular, our Nation will continue to require a Navy and Marine Corps of sufficient size, quality, and ability to ensure freedom of the seas and the

projection of power to maintain peace and stability wherever U.S. national interests may be.

We believe that your Marine Corps is ready for the challenges that are ahead. We will continue to provide the Nation with the highest possible return on its defense investment. Our strengths will remain versatility, readiness, and aggregate utility. Operating with the other Services, we will continue to provide the Nation with a competitive advantage of unmatched usefulness. And we will overcome whatever challenges are ahead with a degree of excellence on the part of Marines, Regular and Reserve, expected by the Nation and demanded by our traditions. No Commandant could ask for more, nor report to you, the representatives of the American people, with greater pride. As always the Marine Corps is grateful to you for your loyal support. Your Corps stands ready and prepared to do what must be done!

USMC