

**NOT FOR PUBLICATION
UNTIL RELEASED BY
THE SENATE ARMED
SERVICES COMMITTEE**

**STATEMENT OF
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DEPUTY COMMANDANT FOR PLANS, POLICY, & OPERATIONS
UNITED STATES MARINE CORPS
BEFORE THE
READINESS AND MANAGEMENT SUPPORT SUBCOMMITTEE
OF THE
SENATE ARMED SERVICES COMMITTEE
MARCH 21, 2002**

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Introduction

Chairman Akaka, Senator Inhofe, and distinguished members of the Committee, it is my privilege to report on the state of readiness of America's Marine Corps.

The 11th of September was a tragedy unlike any this Nation has faced. Never before have our citizens been so maliciously targeted, and with such catastrophic effects. We've been attacked before, but never have we faced an enemy who operates without a homeland. We've been attacked by pirates and terrorists before, but never by ones who intentionally target civilians with weapons of mass effects.

The world is, now more than ever, uncertain and dangerous. Now, more than ever, the Marine Corps seeks to be a certain force in an uncertain world. For generations, the Marine Corps has trained and prepared to be ready to defeat America's enemies on short notice. When the trumpet sounded on the 11th of September, the Nation's force in readiness answered the call.

There are times when our devotion to readiness puts the US Marine Corps at a disadvantage in the continuing transformation and modernization dialogue inside the Beltway. Being ready at a moment's notice requires focus, dedication, and flexibility. Being ready across the full range of conflict requires organizational scalability. Our enemies, as we have seen, are unpredictable and deadly. Providing a full range of options to the Combatant Commander has tremendous utility in today's environment. What we are, and will always be with your help, is "Ready". Prior to September 11th, it may have been difficult for America to

understand the value of forward deployed ready forces. I know that the distinguished members of this Committee understand the value of ready forces today, and have always understood; we've seen that through the strong support you've always provided. I believe that everyone outside this committee, and outside this city now understands.

Readiness - Why the Marine Corps Exists

Let me describe for you the state of Marine Corps readiness as I see it from my position:

Our first priority is, and will continue to be, readiness. Our sequence of priorities is **“Mission First, Marines Always”**. Our service in Afghanistan attests to the state of that readiness better than my words could ever attempt to do. When the President called, our Marines proved themselves to be well trained, adequately equipped, and up to any challenge. Our equipment, though aging, was superbly maintained and accomplished the job. Our doctrine of maneuvering from a seabase to objectives well inland has been evolving for a decade, and has shown itself to be extraordinarily effective on the modern battlefield.

Value of Forward Deployed Forces

We have once again shown the value of forward deployed forces. In this era of renewed focus on defense of the American homeland, it is perhaps important to reemphasize that defense of that homeland begins not on our shores, but on the far shore. Our forward deployed role is comparable to a fire warden in a National Forest. It is far easier to have a fire warden already on scene, see the lightning-caused brush fire, and put it out while still

small and manageable than it is to mobilize national assets once the initial flames become an inferno.

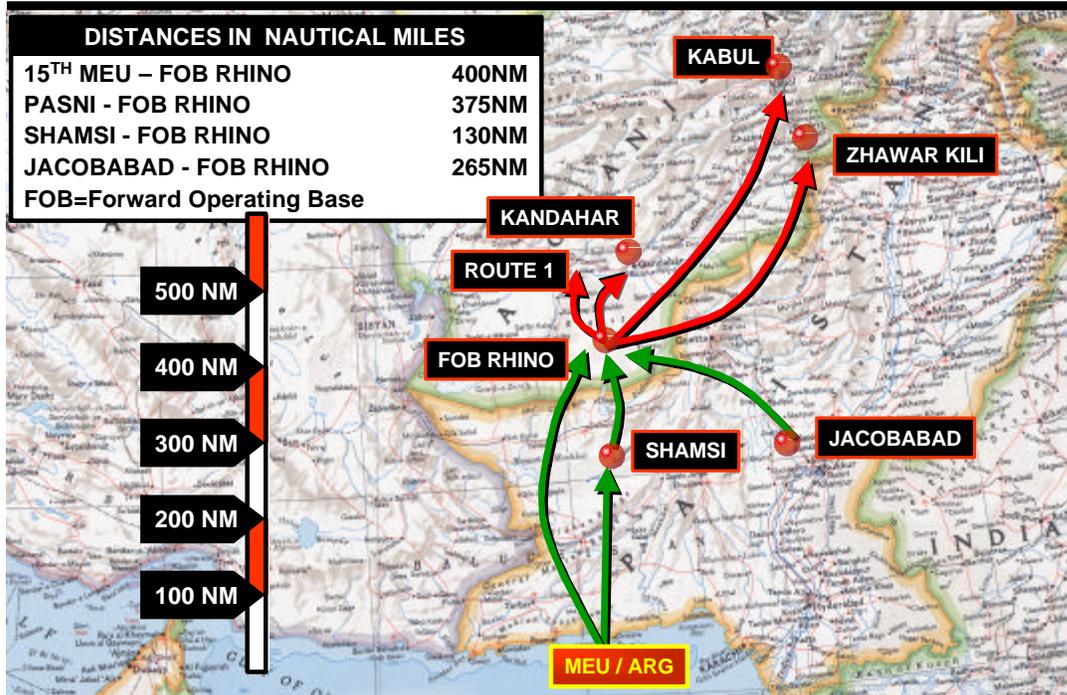
At times, we will be forced to act in ways that don't impact the sovereignty of those in the vicinity of our intended action. Forward deploying those ready forces at sea frees us from dependence on access to bases in theater or on the permission of a host government. The flexibility of a true seabase (as contrasted to units simply embarked on shipping) offers immense advantages. A US Navy warship in international waters is sovereign US territory. We need ask no one's permission or acquiescence in the use of facilities to position and employ US forces. When combined with the force protection advantages inherent in being underway at sea, forward deployed forces operating from a seabase in international waters provides an invaluable option for the Joint Force Commander.

Operations in Afghanistan-

Employing Operational Maneuver from the Sea

In operations in Afghanistan, the Navy-Marine Corps Team, and as full members of the Joint Force, conducted the longest amphibious assault in the history of warfare. This proved our concepts of Operational Maneuver from the Sea and Ship to Objective Maneuver and was quite unlike the historic amphibious assaults at Tarawa or Inchon. We operated from a seabase, reducing our footprint ashore and thereby minimizing our force protection requirements and allowing us to operate with minimal basing in theater. We supported Special Operations Forces, we established bases, we seized and secured facilities. And, when called upon, we did our part to engage and defeat America's enemies.

Afghanistan Operations



The Marine Corps, like everyone else, was surprised by

the September 11th attacks, but we were not surprised by the nature of the threat. Over the past decade we have defined a world more chaotic and a future strategic environment of increasing uncertainty. We saw the premium that would be placed on speed, precision and lethality. Speed not only in movement, but also in the ability to respond – to be truly expeditionary. We published a new operational concept in January of 1996, *Operational Maneuver from the Sea*, and the tactical implementation of that concept, *Ship to Objective Maneuver* later in the same year. In November of 2001 we published *Expeditionary Maneuver Warfare*, a capstone concept that melded our expeditionary culture, warfighting ethos, and organizational concepts within the context of seabasing and our support to the Joint Warfighter. Instead of the traditional amphibious assault which essentially required seizing a forward operating base on the beach and then building up supplies and reorganizing from landing teams to combat formations, decisive operations across the entire spectrum of

military operations from humanitarian assistance to amphibious assaults can now be launched directly from the seabase. The seabase will transform the way we project power and influence. The integrated seabase provides a sanctuary from which fires, command and control, and sustainment can flow when and where required without the threats presented by land-based forward operating bases.

New Systems for New Concepts

The new systems we have pursued in measured fashion since the 1980's are the keys to executing these concepts in the future. Several of the key systems and platforms, production of which has been delayed by the procurement holiday, are very close to coming on line and they will revolutionize how both the Marine Corps and the Joint Force Commander, do business.

In Afghanistan, using our new operational concepts, executed with aging equipment, Marines conducted an operational maneuver from the seabase, at distances previously thought to be unattainable. We were able to sustain the force primarily from the seabase, freeing us from the requirements of force protection in a large rear area. With your help, as new systems come on line, we will be free of the need for intermediate staging bases that are now required because of the short legs of our aging helicopter fleet. In effect, we will have created the "maritime" staging base. With V-22 Osprey, the Short Takeoff and Vertical Landing variant Joint Strike Fighter (STOVL JSF), Advanced Amphibious Assault Vehicle (AAAV), and the Expeditionary Fire Support System (EFSS), we would have been able to move directly from the seabase to Kandahar airport and have a full range of expeditionary fires to organically

conduct the full range of military operations. This will be a revolutionary leap in capability for the Joint Force Commander combining the freedom and sustainment of coming from the sea with the long ranges of tilt-rotor and STOVL aviation. Combine our traditionally flexible organization, the Marine Air Ground Task Force (MAGTF), with these new systems and platforms and you will see a fully transformed Marine Corps. This transformation didn't start as a result of the QDR, but rather two decades ago, and these systems and platforms will soon be ready for fielding through transformational business practices in support of our changing concepts, organizations, and doctrine.

Sustaining the Current Operational Tempo

Because we consistently deploy forces forward to various theaters, the Marine Corps has not had to radically change how we operate in order to support the global war on terrorism. The cost of employing these ready forces that you fund is minimal when compared to other options for achieving like capability. We have slightly adjusted deployment departure and return dates in order to maintain the current Marine Expeditionary Unit (Special Operations Capable) [MEU (SOC)] presence in the Afghanistan area of operations, but we have not had to deploy units out of their normal sequence or without critical training time. There have not been significant PERSTEMPO increases for our Marines. Of the almost 5600 Marines participating in Operation Enduring Freedom, fully 90% were already forward deployed or scheduled to deploy.

The Marine Corps can sustain this level of operations indefinitely. The real issue for us, as I will address shortly, is the amount of wear and tear we are putting on our aging equipment,

and ultimately, the potential for reduced time between deployments that could impact training.

Our operational commanders are working on contingency plans to increase, if necessary, the number of forward deployed units, and to support larger contingencies. When needed, our Reserve establishment can, as we have already done, assist the Active Marine Corps component in supporting ongoing operations. We have seamlessly integrated both Marine Expeditionary Force Augmentation Command Elements, two infantry battalions, two heavy helicopter squadrons, two aerial refueler detachments and critical skill individuals.

How You Can Help

Having said how well prepared we are, your natural question is where, if anywhere, do we need your help? In a phrase, “modernization and transformation,” and in terms of platforms, amphibious shipping and aircraft.

The Marine Expeditionary Brigade (MEB) is the Nation’s premier, medium weight, combat credible, sustainable, forcible entry capability. Today’s amphibious MEB possesses capabilities that no other combat force in the world (either on-call today or envisioned for the future) has. The ability to prevail in an anti-access environment with a forcible entry, then conduct high tempo, full spectrum operations in support of US national policy is unique to the MEB.

Amphibious Shipping

Our amphibious lift requirement has been consistently validated at 3.0 MEB assault echelons that, in terms of today's ships, equates to approximately 45 amphibious ships. We understand the fiscal realities we operate within, and have thus adapted to a fiscally constrained amphibious lift capability of 2.5 MEB assault echelon equivalents. While we cannot achieve 2.5 MEB AE equivalents with current active duty shipping, use of reserve shipping in the Amphibious Lift Enhancement Plan (ALEP) gives the 2.5 MEB AE within 180 days of ALEP activation. Unfortunately, as the events of 11 September have shown, we don't anticipate the luxury of having a 180-day response time.

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Expeditionary Lift (MEB Assault Echelons)

- Five lift fingerprints based on the 1991 DoN Lift II Study
- Assumes the 12th LPD 17 class ship delivers in FY15
- *LST 1184 & LSD 39 will decommission in FY02/03*
- *LHA Tarawa Class first decommission in FY11*
- *Current ships have serious problems*

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FY	2002	2003	2004	2005	2006	2007	2015
Troops	2.73	2.68	2.68	2.71	2.67	2.66	2.63
Vehicle SqFt	2.10	2.01	2.01	2.08	2.14	2.17	2.48
Cargo CuFt	3.71	3.70	3.70	3.76	3.75	3.78	3.75
VTOL	3.25	3.25	3.25	3.3	3.32	3.35	3.43
LCAC	3.50	3.42	3.42	3.46	3.42	3.54	3.83

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Expeditionary Lift Requirement: 3.0 MEB AE

B lift requirement with an all-active force upon delivery of the 12th LPD-17 amphibious ship. Ultimately, we see the amphibious fleet consisting of 12 LHDs/LHAs or their replacements,

12 LSDs, and 12 LPD-17's in the 2015 time frame. While currently short of the 3.0 MEB AE goal, this is a force that will provide us, at some risk, the necessary capability to project power in an anti-access environment in the near and mid-term.

Delivery of the 12 LPD-17 San Antonio class ships is currently scheduled to be complete in 2015. We are concerned about potential further slippage in the LPD-17 program. Such slippage could cause us to fall well below the 2.5 MEB lift level and leave us without the lift required to meet the Nation's needs. We are also concerned with replacing the LHA-1 Tarawa class ships. They will begin to reach the end of their 35-year service life in 2011, and considering the time to design and build a replacement ship, we need to begin the process now. The overall age of the amphibious fleet is also a concern. The average fleet age of an amphibious ship is 25% older than the average of all other Navy ships.

AMPHIBIOUS SHIPPING AVERAGE AGE/SERVICE LIFE

Type	Number in class	Service Life (Including SLEP)	Oldest/Youngest	Latest Scheduled Decommissioning
LPD	11	40	37/32.6	2012
LSD 36	3	35	33/29.9	2005
LSD 41/49	12	40	17.1/3.9	2038
LHA	5	35	25.7/21.9	2015
LHD	7	40	12.8/0.6	2041

Maritime Prepositioning Force (MPF)

Another equal but unique partner in seabasing that will help us project power and influence, and counter an adversary's anti-access strategy and the persistent shortage of strategic sea and airlift is the Marine Corps Maritime Prepositioning Force (MPF). Today, this force, as you know, loads leased commercial shipping with a MEB's worth of ground equipment and 30 days of supplies and prepositions the shipping in strategically located ports around the world. The forces flow into theater through a mix of strategic airlift and sealift. The forces "marry up" with the prepositioned equipment and provide the CINC with a sustainable, combat capable force. By minimizing the requirement to use strategic airlift to flow Marine units to theater, utilizing MPS saves thousands of sorties of strategic lift. The CINC is thus able to employ those sorties elsewhere to speed the deployment of other vital members of the Joint force.

Unfortunately, the leases on our ships expire in FY 2009, 2010 and 2011. We need National Defense Sealift Resources to replace this most flexible and cost effective asset. We have developed the concept of MPF Future and with your help we will replace the existing program. Meeting MPF Future requirements will allow at-sea arrival and assembly of forces, selective offload of equipment and supplies, and relieve us of the need for ports and airfields, revolutionizing Joint Force deployment and employment. We request your support in continuing the MPF Future program and truly transforming the seabase and the capabilities for Joint Force power projection.

V-22 Osprey - Our Top Aviation Priority

The V-22 remains the Marine Corps' number one aviation priority. With it, Marine forces operating from the seabase will be able to take the best of long-range maneuver and strategic surprise, and marry it with the best of the sustainable forcible entry capability.

We are certainly aware of the challenges associated with the V-22 but are pleased that the Under Secretary of Defense for Acquisition, Technology and Logistics has announced that a new comprehensive flight test program for the Osprey will commence this Spring. This flight test effort will be "event driven," as opposed to being "time driven." Both the Secretary of the Navy and the Under Secretary of Defense for Acquisition, Technology and Logistics will periodically review flight test results to assess the progress of this program. Of this we are certain: the V-22 will revolutionize expeditionary aviation and represents a mature technology ready for today's environment.

STOVL JSF - A New Way of Doing Business

In late October 2001, the contract was awarded for the Joint Strike Fighter, signaling a new era in fielding naval aviation. The advantages of a stealthy strike-fighter capable of taking off from an expeditionary base on land or sea, flying in supersonic cruise, accomplishing its mission with advanced sensors and weapons, and returning to its expeditionary site are truly revolutionary. This aircraft will transform the very foundations of tactical airpower. The Short Takeoff and Vertical Landing Joint Strike Fighter (STOVL) variant provides operational access to over three to five times the number of airfields currently available worldwide capable of supporting our legacy aircraft. The STOVL JSF can operate from both

conventional carriers and amphibious assault ship decks. This effectively doubles the number of shipborne platforms available for operations. As these highly capable aircraft shift from seabased platforms to expeditionary airfields, they can effectively decrease response time for missions by 75 percent and increase time on station by 50 percent.

Modernization and Transformation

The Marine Corps has always prided itself on taking care of the equipment and property with which we are entrusted. We think we've been good stewards of both. We are now at the point with some of our equipment and some of our property where it must be replaced.

Most of the equipment and weapons systems in our command elements, ground combat forces and combat service support units have reached or exceeded their programmed service lives. The procurement holiday of the past decade was based on the assumption of a strategic pause coincident with the end of the Cold War in which we could skip a generation of procurement and recapitalize with modern, transformational equipment. The global war on terrorism has marked the end of any strategic pause and has caused us to operate our equipment at an even higher rate than anticipated, as the overall tempo of operations increases.

The cost of maintaining old equipment is often much higher than maintaining a similar piece of more modern equipment. Spares are harder to find and manufacturers are less willing to produce components based on old technology. The result is much higher costs both in dollars and man-hours.

The majority of our key aviation equipment is older than the Marines who use it. Our KC-130's are 19 years past their scheduled retirement. President Kennedy was in office when our first KC-130F rolled off of the assembly line. Our CH-46E's and CH-53D's are over 30 years old.

This is expensive equipment to maintain. For example, on our CH-46 aircraft, replacement airframe parts do not exist. Every airworthy airframe is still in service; there are no retired airframes to use for parts. Airframe parts have to be hand-made by a master artisan. Once crafted, because the Naval Aviation Depot has never previously fabricated the part, it must go through a test procedure. We have the same problem with our UH-1N and AH-1 aircraft. One small panel from the UH-1 tail costs as much as \$5000 to fabricate and stubwings for AH-1s cost \$4,700 a piece for temporary repairs.

The man-hour requirements are even more striking. While our maintenance numbers have held fairly constant, it's been on the backs of our young Marines. The Marines who keep our CH-46's flying have had to spend as many as 37 maintenance man-hours per flight hour to keep them mission ready. Hours spent maintaining aging aircraft are hours that are not spent in training or valuable off-duty time. The quality of life implications are significant.

The FY 2003 budget allows the Marine Corps to begin to make more robust levels of investment in ground and aviation modernization and transformational programs that we have outlined as vital to future readiness. However, until this new equipment is fielded, we

will continue to ensure the readiness of our legacy systems. We will continue to take maximum advantage of Service Life Extension Programs (SLEPs) that enable us to improve the reliability and availability of our legacy systems, as we will be forced to continue to invest increasing levels of resources-manpower and dollars-in the maintenance of our aging equipment. We ask for your support of the increases in our FY 2003 budget request for spares, corrosion control and depot maintenance.

FY 2003 Budget

The FY 2003 budget request will, with your help, allow us to increase levels of investment in modernization of command and control, aviation and ground equipment such as:

Command and Control

Exploiting the capabilities offered by long-range aircraft, long range fires, operating from a seabase and with full connectivity to our Joint and coalition partners poses enormous command and control challenges.

- The Unit Operations Center (UOC) is comprised of Combat Centers and Combat Operation Centers and will provide a centralized facility to host Command and Control functionality for the Command Element, the Ground Combat Element, the Air Combat Element and the Combat Service Support Element. The COC is scalable and supports command echelons for battalion and above.

- The Common Aviation Command and Control System (CAC2S) will provide a capability that allows operators to integrate Marine aviation into Joint and combined air/ground operations in support of Expeditionary Maneuver Warfare, Ship to Objective Maneuver and other operations. It will specifically provide a common suite of tactical facilities, equipment, and interfaces for a system that will replace the legacy command and control equipment currently associated with the Tactical Air Command Center, the Tactical Air Operations Center, Air Traffic Control, Direct Air Support Center, Direct Air Support Center (Airborne) and the Low Altitude Air Defense Battalion.

Increased tactical mobility

- V-22 program
The MV-22 Osprey tilt-rotor is a revolutionary, advanced technology vertical/short takeoff and landing, multi-purpose tactical aircraft being procured to replace the current fleet of Vietnam era CH-46E and CH-53D aircraft. The MV-22's design incorporates the advanced, but mature, technologies of composite materials, fly-by-wire flight controls, digital cockpits, airfoil design, and manufacturing. The Osprey is capable of carrying 24 combat-equipped Marines or a 10,000 pound external load. It has strategic self-deployability with a 2,100 mile range with a single aerial refueling. Procurement of the MV-22 remains the Marine Corps number one aviation acquisition priority.

- Advanced Amphibious Assault Vehicle

The AAV remains the Marine Corps' number one ground acquisition priority. The AAV will allow Marines to eliminate the battlefield mobility gap and, for the first time in the history of Naval warfare, maneuver ashore in a single, seamless stroke giving both the ships and landing forces sufficient sea space for maneuver, surprise and protection.

Fires

With the increased range and speed of the AAV and the V-22, the breadth and depth of the battlefield is increased immensely. We must have weapons systems with greater range, greater lethality and greater tactical mobility. The LW 155 is one key piece of this new family of fire support systems and in conjunction with increased range of the High Mobility Artillery Rocket System (HIMARS), we will have full spectrum, all weather fires across the depth of the expanding battlefield. HIMARS, a very lightweight and mobile system, has the capability of delivering very high volumes of rocket artillery in support of the ground scheme of maneuver. The family of improved mortars, including a new 120 mm mortar for the infantry battalion, greatly extends the reach and punch of the infantry. Naval Surface Fire Support (NSFS) systems such as the Extended Range Guided Munition (ERGM), the 5"/62 gun, the Advanced Gun System and the Naval Fires Control System will provide essential fire support during the early phases of the expeditionary operation and long-range all-weather fire support during operations ashore. Naval Surface Fire Support

can spell the difference between success and failure in the early phases of expeditionary operations. Filling the gap between organic and aviation delivered fires, NSFS is vital to all-weather, day and night, precision application of naval fires. With enhanced Naval Surface Fire Support and with the implementation of the Expeditionary Fire Support System now in initial research and development, we will have a truly expeditionary range of all weather, day and night fires. The Ground Weapon Locating Radar is necessary to protect our forces from our adversaries' counter-battery fires. Again, using Afghanistan as an illustration, mobile operations in mountainous terrain place a premium on indirect fires. We, more than any of the other Services, place great emphasis on the power of close air support. Because of our familiarity with close air support, we also understand what it can't do. Surface based, indirect fires, whether from the land or the sea, are irreplaceable when forces are joined in close combat, particularly in the early phases of a seabased operation. Nothing else is as responsive to the Commander's needs, or as reliable. They are not weather or facility dependent. As such, they are a key component in continuing to extend the reach and lethality of our ground forces. These new ground based systems, and the seabased fires under development by the Navy in combination with STOVL JSF and the upgraded Cobra and Huey helicopter provide the Marine Corps a complete family of integrated sea, air and land based fires.

- HIMARS

High on our priority list is to marry precision maneuver with precision fires. We require ground based fire support which is lethal, mobile and with long

range. HIMARS, the High Mobility Artillery Rocket System fills this need. The HIMARS will provide ground-based, responsive, General Support and General Support Reinforcing indirect fires that accurately engage targets at long range, with high volumes of lethal fire, under all weather conditions and throughout all phases of combat operations ashore. It will fire both precision and area munitions and has a maximum range of 60 kilometers.

- LW 155

The Lightweight 155mm towed howitzer is needed to replace the M-198 howitzer that is at the end of its service life. It is a joint USMC/US Army system that will meet or exceed all the requirements of the current M198 system while reducing the weight from 16,000 to 9,000 pounds. The maximum range using unassisted projectiles is 15 miles and 18 miles using assisted projectiles.

- NAVAL SURFACE FIRE SUPPORT

Expeditionary Maneuver Warfare places unprecedented requirements for long-range, accurate, timely fires in support of the maneuver force. Systems such as the Extended Range Guided Munition (ERGM) will ensure the continuous availability of surface based fires firing during an expeditionary operation. ERGM is a guided projectile fired from cruiser and destroyer guns out to a maximum range of 63 miles. Development of land attack missile technologies will provide a supersonic surface-to-surface missile that will

have a range far in excess of naval guns. Combined, they will provide a highly responsive, accurate, all-weather means of attacking critical targets and providing support to deployed Marines beyond the range of naval guns.

Fixed Wing Aircraft

- The STOVL JSF will be a single engine, stealthy, supersonic, strike-fighter aircraft capable of short takeoffs and vertical landings. It will combine the basing flexibility of the AV-8 with the multi-role capabilities, speed and maneuverability of the F/A-18 to fulfill both the air-to-ground and air-to-air requirements of the Marine Corps.
- KC-130J will bring increased capability and mission flexibility to the planning table with its satellite communications system, survivability enhancements, night systems, enhanced rapid ground refueling, and improved aircraft systems. The KC-130J has 21% increased speed and 35% increased range over current versions of the KC-130. The KC-130J will replace our aging fleet of KC-130F's, R's and T's.

Equipping the Individual Marine

We believe the deadliest weapon on the battlefield is a well-trained, well-led, and motivated US Marine equipped with the finest service rifle available. We are seeking to upgrade our service rifle to better ensure “Every Marine a Rifleman” remains more than an institutional

belief. Despite my testimony on expensive programs and futuristic systems we remain committed to “equipping the Marine” not manning the equipment, especially in a weapon system as fundamental as the service rifle.

Training

We can have the best, most modern equipment in the world, but without highly trained Marines to operate and maintain it, we’ll have a parking lot full of expensive gear. The key to the Marine Corps’ success is no secret, it’s our Marines. They are fit, smart, well trained and motivated. They are devoted to their training, their country, and their Corps. And for over 200 years, they have achieved victory over our foes.

Ensuring these Marines’ skills are honed to a razor’s edge is an enduring mission of the Marine Corps. We train hard and efficiently, trying to achieve as much combat training as possible at home station in order to be efficient with our time and money. Time spent in transit to distant training areas is lost training time. A lost training minute is never regained. With our forward deployed posture, there is no time, nor are there training areas, to retrain and refresh Marines prior to committing them to either contingency or combat. They leave their home stations ready, and we seek to ensure they maintain that readiness during their forward deployments through an aggressive exercise schedule. These exercises, conducted while forward deployed, hone coalition building skills and enhance interoperability with allies and coalition partners.

Training - Ensuring Success on the Battlefield

There are few things regarding battle of which I'm certain, but I know that combat is chaotic and confusing. I'm also confident that the weapons systems and equipment you provide are the best and most lethal in the history of warfare. It is essential that we conduct rigorous, realistic training to ensure the safety of our Marines and ensure we impose our will on our enemies. This rigorous training demands we place our Marines, as closely as possible, under the same stresses, chaos, and confusion we envision they will face in combat.

Rigorous, realistic training can be accomplished in a variety of ways, but the best method we've found simulates the way we fight and combines live fire and maneuver. We accomplish this most effectively for our service combat training at the MAGTF Training Center at 29 Palms California. We must retain the areas where we train, particularly those where we train in combined arms in conjunction with our Navy teammates. If we can't retain the areas we currently use, we must replace them with like or better facilities.

Realistic, challenging Joint exercises are equally important to ensure Marine forces are fully capable of integrated Joint operations. As a combined arms force of both ground and air forces, and with our close relationship to the US Navy, the Marine Corps fully appreciates the synergy inherent in the Joint fight and is an active participant in these challenging exercise programs. Providing well-trained, Service unique capabilities is the greatest contribution to Joint warfighting capabilities and is our Nation's truly asymmetric advantage.

One of the most important things we can provide our forward deployed Navy-Marine Corps teams is confidence in their ability to employ all weapons systems at their disposal.

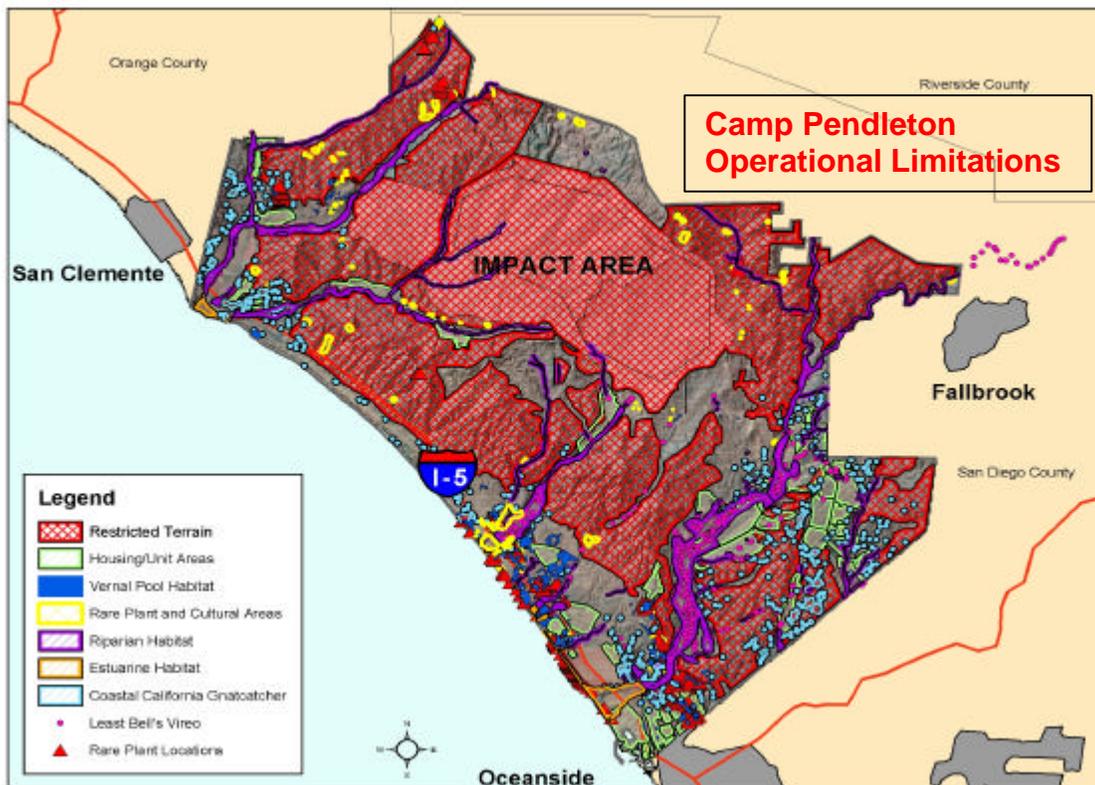
Confidence that the forward air controller is going to coordinate an effective and safe mission, that the ground forces will suppress enemy air defenses and direct the trajectories of their projectiles in directions which don't hazard the aircraft and that the strike aircraft will hit the target. We can learn the elements of this training in parts, and in multiple sites, but that works on the skills and techniques in piecemeal fashion, and does not necessarily engender the critical level of integration essential for combat readiness. It is absolutely critical that the Navy and Marine Corps maintain areas where they can combine naval gunfire, artillery, air and ground maneuver forces simultaneously.

Encroachment – the Dominant Readiness Problem in the 21st Century

We note with appreciation the Committee's interest in the degrading effects of encroachment on combat readiness. Marine Corps Base Camp Pendleton is cataloging the combined effects of multiple and overlapping regulations and restrictions and how they impact our use of our training areas. The United States Marine Corps is proud of our record as good stewards of the environment.

We are prepared to work through the Secretary of the Navy to exploit all available measures to ensure our continued access to our training areas. We do have concern about two areas. The first is the ever-increasing number of regulations based upon the Endangered Species Act, the Safe Drinking Water Act, and the Clean Air Act. Subsequent designation of Marine Corps training areas as "critical habitat" poses a great potential for loss of accessible training

areas and could potentially reduce readiness and increase the cost, in lost time and money, for training. The second area of concern is urbanization, further limiting the four dimensions essential for training: ground areas, air and sea space, and access to the electro-magnetic spectrum. Encroachment issues are emerging as one of the dominant readiness problems in the 21st Century.



Taking care of our Marines and their families

The greatest single contributor to Marine Corps readiness is the motivation and desire of our young Marines to be the very best in the world. We have 212,000 Marines today, 172,600 in the active forces and 39,400 in the Reserve. With your help, we have made significant progress in taking care of these young men and women and their families. Increases in military pay and benefits, especially basic allowance for housing increases, improvements in

health care, improvements in on-base housing are key enhancements you have made reality. While we recruit Marines, we retain families. The young men and women we don't retain return to society as solid American citizens. They will uphold their responsibilities, and their families are as much their responsibilities as their military duties. Medical care for sick children, good schools, a chance to save for a child's college education are as vital to ensuring our Marines' readiness as ensuring there is adequate ammunition. A focused Marine elicits the best from his training, and knowing that his family is well taken care of allows a Marine to focus.

The Marine Corps - A Total Force

It is important to note that the Marine Corps operates as a total force, including elements of both active and reserve components and depends on total force readiness. Our reserve component is organized on exactly the same lines as our active force; we have not transferred a horizontal capability from the active to the reserve forces. Our posture as forward deployed, forces in readiness does not allow us to have combat support or combat service support functions primarily in the reserve structure. Accordingly, we strive to ensure our reserve forces are as well trained and ready as our active force. We integrate the Marine Corps Reserve forces into ongoing exercises and training. Two Combined Arms Exercises per year are conducted entirely by Reserve forces today. In support of the Global War on Terrorism, we have activated both Marine Expeditionary Force Augmentation Command Elements, two infantry battalions, two heavy helicopter squadrons, two aerial refueler transport detachments, as well as other staff augmentation individuals and units. I would personally like to express my gratitude and appreciation for the business owners, companies

and government offices at all levels who have made it possible for our Reserve Marines to train and to mobilize in support of our efforts against terrorism.

Safety

I personally believe deeply in the concept of the Marine Corps family. Just as any parent is concerned with his family's safety, so our Commandant and every Marine leader are focused on safety. As our 13th Commandant, General John Lejeune stated, "In the Marine Corps, the role of senior to subordinate is not one of master to servant but rather one of teacher to student, father to son." I believe that deeply. It therefore pains me every time one of our Marines is hurt or killed. It is especially painful when that injury or death was the result of a preventable accident.

One of our greatest challenges in this area of safety is the basic composition of the Marine Corps. Two of three Marines are under the age of 25, roughly six to eight years younger than the average age of the members of the other services. We are a young force, and this is part of the culture of the Corps. Our unique force structure has fully 68% of our Marines on the first enlistment at any one time. While 2001 was a banner year for safety for the Marine Corps, I cannot say we have done as well recently. I am personally focused on this issue, as are all Marine leaders. We have not found a common thread or pattern in our ongoing analyses. Please rest assured that the Marine Corps as an institution, and I personally will not rest until we reduce the level of preventable accidents to zero.

Conclusion

Marines were the first conventional ground combat forces in Afghanistan. We accomplished that feat with superbly trained Marines and impeccably maintained equipment. While well maintained, that gear is old and aging fast due to the higher usage rates caused by the ongoing war. We were able to defeat our enemies in Afghanistan because we were ready when called. This remains our focus, and our number one mission. We need your help in keeping up our old gear, modernizing where we can, and taking care of our Marines and their families.

What you saw in Afghanistan is just the beginning of what America and the world will see from a fully modernized and transformed Marine Corps. Marines moved 600 miles inland with 30-year-old helicopters and 35 year old cargo aircraft C-130's. Our Marines are ready, our doctrine works, and with the new hardware ready to come on line, you're going to get a Marine Corps that's leaner, more lethal and even more ready just like you've expected for 226 years. Only then, it will come with a thousand mile reach. We know that we're really just beginning the hard work of the global war on terrorism; the tough targets are in our windshield, not our rearview mirror. We need your help to be ready for the tough fights ahead. We think we've proved worthy of your continued support and ask that you continue to support your Marine Corps as you always have. Thank you for giving me the opportunity to address readiness – an issue critical to Marines and our Nation.