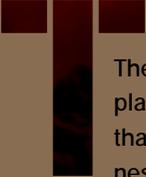




# CHAPTER 1

THE MARINE CORPS:  
READY AND RESPONSIVE TODAY...  
MORE CAPABLE AND DECISIVE TOMORROW



The warfighting excellence and warrior ethos displayed by today's Marine Corps is part of a legacy that extends back 228 years. Our expeditionary readiness and agile combined-arms structure – which incorporates our integrated ground, air, and logistics forces – has consistently met all challenges since its codification under Title X of the US Code in 1947. The foresight of Congress to mandate the existence of an always-ready combined-arms expeditionary force seems particularly prescient in the current global war on terrorism. Our history of combined arms success is especially relevant today as the National Security Strategy requires our Armed Forces to engage more effectively in joint warfare. As we and our sister Services seek to improve their joint capability and adopt a more expeditionary posture, they will find the Marine Corps an effective partner and an experienced enabler of and participant in joint and combined campaigns.

The ongoing Global War on Terrorism is different than any war America has ever fought, and the stakes are high. In this new kind of war; our military must be responsive, agile, and decisive – and above all, expeditionary. Such forces can quickly respond to crises and conflict when needed and be immediately employed upon arrival in the zone of operations, without having to establish bases, and with sufficient sustainment available to initiate operations and maintain them until follow-on forces can join the fight.

Combat-ready, forward deployed, expeditionary Marine Corps Forces-operating in close cooperation with the Navy, other joint-force counterparts and the forces of allies and friends – remain vital to shaping the global and regional security environments, assuring access to key overseas areas, and enhancing America's security and its ability to rapidly respond to foreign crises and conflicts.

## GLOBALLY ENGAGED

US Marines are deployed around the world in 2004 – from Iraq and Afghanistan to Northeast Asia, from the Republic of Georgia to the Horn of Africa, from the Philippines to Romania. Marines are deployed at sea on board the warships of Expeditionary Strike Groups and are conducting sustained operations deep inland in support of US security interests and commitments.

The size and character of our deployments this year highlight one inescapable fact – America remains at war in a very dangerous world. Our foes are not in the massed armies of the Cold War, but terrorist organizations dispersed in cells worldwide. These enemies take advantage of the

lawless regions of the world to establish training camps or bases, and at times are protected by state sponsors. Cunning and ruthless, they plan their attacks to inflict mass casualties and sow fear among civilian populations. They have struck at times and places of their choosing, pitting their strengths against our weaknesses, and are constantly planning and maneuvering to strike again, with potentially even more horrific results. New York, Washington, Riyadh, Bali, and Istanbul are harbingers of what might lie ahead.

America also stands on guard against rogue nations that support terrorism or are pursuing weapons of mass destruction, or both. Through their actions, these states



seek to hold the United States and our allies and partners – indeed the entire civilized world – at risk. Operation Iraqi Freedom removed one dangerous, brutal regime from power, but the threat from others remains.

Marine Corps readiness and warfighting capabilities have figured prominently in US military operations since September 2001 and the beginning of the global war on terrorism. In Operation Enduring Freedom, sea-based Marines projected power hundreds of miles inland to establish a stronghold deep in enemy territory. During Operation Iraqi Freedom, more than 66,000 Marines (including Reservists), their equipment, and supplies deployed to the Iraqi theater — 55,000 in 53 days using a combination of expeditionary warships, Maritime Prepositioning Force (MPF) ships, and airlift. Once combat commenced, a Marine Corps combined-arms team advanced more than 450 miles from the sea, to Baghdad and beyond. In 2004, Marine Air-Ground Task Force (MAGTF) flexibility and agility continues to be demonstrated as our Marines stabilize and help to rebuild Iraq and Afghanistan and maintain our commitments afloat and ashore in other world regions.

### **SEA DOMINANCE: A GLOBAL POWER IMPERATIVE**

The Marine Corps' agility, flexibility, and strength are derived from its maritime character. America's capabilities at sea reflect the fact that we are a nation geographically separated from much of the rest of the world by great oceans. In this age of global trade, instantaneous communications, and high-speed travel, the oceans are less of a bulwark to our defense than in

earlier eras – a fact driven home on 11 September 2001 – and more a highway that ensures our close connection to the rest of the world. The maritime lines of trade and commerce must still be protected, particularly near their overseas termini, and maintaining our nation's access to world regions remains a vital Navy and Marine Corps mission.



The naval expeditionary forces that ensure global access for the United States, our allies and partners also enable other aspects of our national defense strategy. Naval forces together with other service forces must be capable of defending the United States, deterring aggression in four critical regions, and swiftly defeating adversaries in two conflicts while retaining the option for decisive victory in one.

Navy and Marine expeditionary forces are indispensable to the success of this strategy. They have the ability to use international oceans and seas as their avenues of maneuver and their “base,”



unconstrained by foreign veto. From this sea base, they can project combat power into littoral regions that contain more than half the world's population and more than 75 percent of its major urban areas.

Forward-deployed, sea-based Navy and Marine Corps forces are an important “platform” from which the United States can respond to fast-breaking crises. Highly mobile and ready for combat as soon as they arrive in the crisis area, they are critical instruments of US diplomacy, central components of joint military force packages designed to rapidly contain a crisis or defeat an emerging threat, and the enablers of a US military response that could include major deployments of forces based in the United States. During hostilities, the Navy and Marine Corps offer unmatched forcible-entry capabilities and can provide a persistent combat capability from their mobile sea base, thus reducing the US logistical “footprint” ashore. Their support for joint campaigns can continue as long as our regional Combatant Commanders require.

For its part, the Marine Corps is the persistent, landward extension of US naval power. Our naval character allows for an entire range of air, ground, and sea operations, while our combined-arms nature enables us to integrate our actions with those of our other joint-service partners as well. Our ability to do this has proven invaluable, particularly during the last several years. It will remain vital in the future.

### **TODAY'S CORPS: THE FOUNDATION FOR THE FUTURE**

As the Marine Corps prepares for future operations, it will be built upon existing core competencies. Enhancing these building blocks of capability is the primary means by which the Corps will transform itself to meet the challenges of warfare in the 21st century. These include:

***Ready to Fight and Win:*** Every Marine and Marine unit is ready to rapidly task-organize and deploy from the United States or while forward deployed, to respond to and contain crises or, if necessary, to immediately engage in sustained operations.

**Expeditionary Culture:** Marines are organized, structured and trained to deploy into diverse, austere, and chaotic environments on short notice to accomplish assigned missions using organic command and control, and logistics capabilities to operate independently of existing infrastructure. These unique capabilities provide Marine units the means to lead or enable joint, allied, or coalition operations and interagency coordination.

**MAGTF Combined-Arms Operations:** Marine Air-Ground Task Forces are integrated organizations of air, ground, and logistics forces under a single commander. The MAGTF commander fights a single



battle that unites and enhances the capabilities of his force, whose synergistic whole is exponentially greater than the sum of its parts. MAGTFs provide Combatant Commanders with combined-arms forces that are tailored to meet specific mission requirements. From forward presence and engagement to sustained operations ashore, every MAGTF represents a reservoir of scalable combat power for today's fight, with the ability to reconfigure rapidly – based on a changing situation – to rapidly provide the right force for the next mission.

**Forcible Entry from the Sea:** Together, Navy and Marine Corps Expeditionary Strike Groups provide the nation with its primary capability to project and sustain power ashore in the face of armed opposition. Expeditionary Strike Groups reinforced, if required, by maritime prepositioning forces allow the United States global access to protect our interests and reassure allies that we have the ability to come to their aid.

**Joint/Multinational Enabling:** Whether first on scene, or part of or leading a joint or multinational task force, Marines instinctively understand the logic and synergy behind joint and combined operations. Based on our experience operating as combined-arms, multi-dimensional MAGTFs, Marines readily integrate into, and operate as part of, a joint or multinational force.

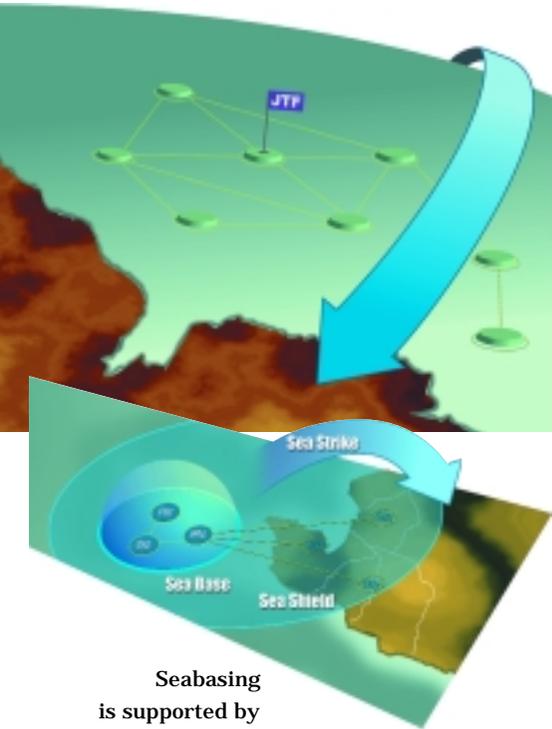
**Reserve Integration:** Ready, rapidly responsive Marine Reserve forces are a vital part of the Marine Corps and provide depth, flexibility, and sustainment. They are fully integrated into the active forces for mission accomplishment across the complex spectrum of crises and conflicts.

These are the traditional, longstanding competencies upon which the Marine Corps is basing its transformational efforts. Combined with a new vision of naval power, they will lead to a transformation, and more capable and decisive Marine Corps forces in the years ahead.

## SEABASING

Seabasing is the overarching framework within which the Navy and Marine Corps will transform their core capabilities to increase the impact of naval forces in joint campaigns. As enemy access to

weapons of mass destruction grows, and access to overseas bases declines, it is compelling both militarily and politically to reduce the vulnerability of US forces through expanded use of secure, agile, networked sea bases.



Seabasing is supported by Marine Corps' Operational Maneuver from the Sea (OMFTs) and Ship-to-Objective Maneuver (STOM) concepts. It exploits the sea as the maneuver space, thus limiting enemy options while creating new opportunities for US joint forces. Seabasing will accelerate expeditionary deployments and force employment timelines by prepositioning vital equipment and supplies forward in key theaters, thus enabling swift and decisive US action during subsequent crises. Seabasing will also enable rapid joint forcible-entry operations.

Seabasing capabilities will provide joint force commanders with global command and control and extend integrated logistical support to other services forces. Afloat positioning of these capabilities strengthens force protection and frees airlift and sealift assets to support missions ashore. Seabasing also serves as the foundation from which both offensive and defensive fires are projected.

Seabasing effectively integrates the transformational thrust of *Marine Corps Strategy 21* and the Navy's *Sea Power 21* visions. *Sea Power 21* establishes four fundamental capability areas together with superior information technology to guide the Navy's transformation efforts, with Marine Corps partnership. These areas include:

- >> Sea Strike, a broadened concept for naval power projection that leverages enhanced command, control, and intelligence; precision; stealth; and endurance
- >> Sea Shield, which develops naval capabilities in the areas of homeland defense, sea control, assured access, and projecting defense overland
- >> Sea Base, which projects US sovereignty from the sea and provides joint force commanders with command-and-control, fires, and logistical support from secure sea bases – effectively making Sea Strike and Sea Shield a reality
- >> ForceNet is the “glue” that binds together Sea Strike, Sea Shield and the Sea Base. It integrates warriors, platforms, sensors, weapons and logistics into a networked and distributed combat force



Marine Corps Strategy 21 focuses upon the service's expeditionary, combined-arms character. It identifies capability enhancements needed to expand the capabilities of the cornerstone of Marine Corps fighting power – the Marine Air-Ground Task Force – and in the process enhance the service's strategic agility, operational reach, and tactical flexibility, which in turn enable broader, more effective joint and multi-national operations. Marine Corps Strategy 21 provides the basis for organizing, training, and equipping the Marine Corps for current and future operations. Expeditionary Maneuver Warfare subsumes concepts such as Operational Maneuver from the Sea and Ship-to-Objective Maneuver, thus com-

binning the Corp's maneuver warfare philosophy with its expeditionary culture and heritage.

The Navy and Marine Corps exist to control the seas, assure access, and project power beyond the sea to influence events ashore. Future sea-based operations using revolutionary information superiority and dispersed, networked-force capabilities will deliver unprecedented offensive power, defensive assurance, and operational independence to joint force commanders. This vision, supported by the capabilities generated by *Sea Power 21* and *Marine Corps Strategy 21*, serves as the way ahead for Navy and Marine Corps operations and programs.

## GLOBAL CONCEPT OF OPERATIONS

The global security environment and our defense strategy demand a military with the ability to respond swiftly to a broad range of scenarios to defend the vital interests of the United States. These forces must dissuade, deter, and defeat both regional adversaries and transnational threats. The Naval Global Concept of Operations will provide these capabilities through widely dispersed combat power from platforms possessing unprecedented warfighting capabilities.

The Global Concept of Operations will substantially increase naval combat striking power by creating additional independent operational groups capable of responding simultaneously around the world. This increase of combat power is possible because technological advances are dramatically transforming the capability of our ships, submarines, and aircraft to act as power-projection forces, netted together for expanded warfighting effect.

The results will be profound. Naval capability packages will be readily assembled from forward-deployed forces. These forces will be tailored to meet the mission needs of joint force commanders, complementing other available joint assets. They will be sized to the magnitude of the task at hand. As a result, naval forces will be able to respond simultaneously to a broad continuum of contingencies and conflict, anywhere around the world. The Global Concept of Operations will employ a flexible force structure that includes:

>> Carrier Strike Groups (CSGs), centered on large-deck aircraft carriers accompanied by a number of highly capable surface warships and submarines, which provide the full range of operational capabilities. CSGs will remain the core of the Navy's warfighting strength. No other force package will come close to matching their sustained power projection ability, extended situational awareness, and combat survivability



>> Expeditionary Strike Groups (ESGs) consisting of amphibious ready groups and their embarked MEU(SOC)s augmented with strike-capable surface warships and submarines. These groups will prosecute Sea Strike missions in lesser-threat environments. As our operational concepts evolve, and new systems like EFV, LW155, Joint Strike Fighter, and MV-22 tiltrotor are delivered to the fleet, it will be advantageous to maximize these

enhanced MEU(SOC) capabilities. New platforms being developed for Expeditionary Strike Groups should be designed to realize this warfighting potential.

- >> Missile-defense surface action groups (SAGs) will increase international stability by providing security to allies and joint forces ashore
- >> Specially modified Trident submarines will provide covert striking power from cruise missiles and the insertion of Special Operations Forces
- >> A modern, enhanced-capability Combat Logistics Force will sustain the widely dispersed fleet

The Global Concept of Operations requires a fleet that will increase our striking power from today's 12 carrier battle groups, to 12 CSGs, 12 ESGs, and multiple missile-defense SAGs and guided missile submarines. Employment of sovereign sea based forces projecting offensive and defensive power across a unified battlespace will be central to every war plan. Equally important, this 21st century fleet will be poised to immediately counter unexpected threats arising from any corner of the world.

### **FORGING TOMORROW'S REALITY**

To remain ready to fight and win while at the same time transforming itself for 21st-century warfare, the Marine Corps must maintain and extract maximum advantage from the resources we already possess and obtain a high rate of return on our investments. Our concepts and plans are focused on continuing to deliver a combat-capable Marine Corps ready to fight and win.

Making tomorrow's vision a reality depends on strengthening key pillars that support our warfighting capabilities. These pillars include individual Marines and their families, upgrading and modernizing current systems until they can be replaced, maintaining our infrastructure, and carrying out key modernization and transformational programs.

### *MARINES AND THEIR FAMILIES*

This past year demonstrated once again that a most important weapon on any battlefield is the individual Marine. Lethal weapons and advanced technologies provide us unique advantages, but educated, highly skilled, and motivated warriors, not machines, ultimately determine victory in combat. During Operations Iraqi Freedom and Enduring Freedom, our small-unit leaders' skills, adaptability, and flexibility produced victory on uncertain and at times chaotic battlefields.



The Marine Corps needs to continue to recruit, train, and retain the kinds of individuals that brought us success in these and many other operations. Consequently, in the coming years some of our most

important efforts will revolve around individual Marines and their families. This will be a challenge, especially in times of war, where we call upon our Marines and their families to make significant sacrifices. Nevertheless, we will continue to pursue our major Quality of Life priorities – pay and compensation, health care, bachelor and family housing, infrastructure and installation management, and community services – that help us maintain the stability of the force, enhance personal readiness and family cohesion, and promote retention.

#### *CURRENT READINESS*

Until new, transformational systems are fielded, we must continue to ensure the readiness of our current equipment. Across the board, we will maintain and upgrade our aging equipment even as we leverage new technologies to transform our warfighting capabilities. Here, too, we face challenges in refurbishing and recon-

stituting equipment that has seen hard use and battle damage in current and previous operations.

We are taking maximum advantage of service-life extension programs (SLEP) and upgrades to maintain and improve key MAGTF equipment and aircraft, such as the CH-53 Sea Stallion, the AH-1 Cobra and UH-1 Huey helicopters, the Light Armored Vehicle (LAV), the AAV family of amphibious assault vehicles, and the EA-6B Prowler, to name but a few. These SLEP programs will improve the performance, reliability, and availability of our legacy systems for the next decade or more while we evolve new technologies, systems, and platforms.

#### *MODERNIZATION*

Our current systems have carried us far, but they were built for a different time and a dramatically different set of operational circumstances. In the coming years,



the Marine Corps and Navy will be building upon the base provided by current systems and platforms to transform US naval expeditionary warfare for a new environment and new concepts of operations.

For the Marine Corps, several programs will provide us with key capabilities and opportunities. These programs include the MV-22 Osprey tiltrotor aircraft that remains the Marine Corps' number-one aviation acquisition priority. The MV-22 is critical to long-range Ship-To-Objective Maneuver and Seabasing, and to the overall agility, operational reach, and tactical flexibility of our MAGTFs. Having overcome earlier setbacks, the Osprey program is rapidly moving forward, with its operational evaluation occurring in 2004 and 2005.



Another important program is the short-take off and vertical landing (STOVL) variant of the F-35 JSF, which will allow us to provide enhanced air support to MAGTF operations and significantly improve the striking and defensive power of Expeditionary Strike Groups. This aircraft will combine the basing flexibility of the aging Harrier II AV-8B STOVL aircraft with the multi-role capabilities, speed, and maneuverability of the F/A-18 Hornet strike fighter. The JSF program is also progressing, with our first JSFs scheduled to reach initial operational capability in 2012.

Other programs are likewise critical to the Marine Corps' future capabilities. These include the Corps' number-one

ground acquisition priority, the Expeditionary Fighting Vehicle (EFV), which will provide MAGTFs with the ability to conduct seamless, high-speed, deep maneuver ashore from over-the-horizon sea bases. Similarly, the Corps' indirect fire-support weapons – the High Mobility Artillery Rocket System (HIMARS), the Lightweight 155mm howitzer (LW155), and the Expeditionary Fire Support System – will provide greater range, lethality, and tactical mobility to MAGTFs taking advantage of the enhanced maneuverability conferred by the MV-22 and EFV. In aviation, the KC-130J Hercules aircraft will give Marine commanders improved intra-theater lift and aerial refueling capability. These are just some of our numerous programs that the Marine Corps will continue to rely upon to exponentially improve our combat capabilities.

#### *INFRASTRUCTURE*

Marine Corps bases, facilities, training areas, ranges, laboratories, buildings, and hospitals provide the essential framework for ensuring our force readiness at home and oversea. These bases are the platforms from which we “launch, sustain, and recover” our forces and support our Marines and their families. We are continuing to implement programs that maintain and improve our infrastructure while using only those resources that are absolutely necessary to achieve our goals.

The Marine Corps has a long-range infrastructure vision, (*Installations 2020*) (*I2020*), which provides a roadmap for the future of this critical element of our war-fighting capabilities. Among the subjects addressed by *I2020* are public-private ventures to improve our base housing,

encroachment driven by external pressures upon our basing and training areas, providing sustainable infrastructure, natural resource protection, and environmental stewardship.

## THE ROAD AHEAD

The major challenges confronting the Marine Corps today center on organizing, training, and equipping forces to support joint force commanders, now and in the future. The modernization programs and the transformational systems that we are pursuing are vital to realizing the operational capabilities inherent in Seabasing, as well as the other naval capabilities described in *Sea Power 21* and *Marine Corps Strategy 21*.

To achieve our transformational goals, we will rely upon our core competences and the acquisition of systems such as the JSF, MV-22 and EFV. Transformation will also require us to examine and refine our internal business processes. We will

continue to exercise careful stewardship of the resources the nation has provided us, and directing these resources to where they will provide us with the best return on investment – ultimately measured in combat capability. This is the reason the Marine Corps has invested time and effort in business and acquisition reform. All Marines must embrace the ongoing transformation in our business affairs, and all Marine leaders must realize that they are accountable for exercising sound resource stewardship.

Marines must also realize that we are part of a larger, joint force. Transformation requires us to take the lead in integrating MAGTF operations with those of our sister Services and to deepen our joint cooperation and experimentation across the board. The fruits of some of our efforts are already evident. For example, the Marine Corps continues to support and expand its relationship with the US Special Operations Command (USSOCOM). One of our most significant recent initiatives occurred when we established a detachment of Marine Corps forces within USSOCOM. This Marine Corps special operations detachment, formed in conjunction with the Naval Special Warfare Command, is a “proof of concept” that will serve as the foundation for future contributions to USSOCOM.

We are also working with our joint partners to develop future warfighting capabilities. The longest-running example of this effort is Navy-Marine Corps Board, a cooperative forum for developing future naval capabilities. We also engage with the Army through the Army-Marine Corps Board to examine and develop cooperative strategies for future ground combat systems. In addition, we are closely engaged



with all the services in the programming and budgeting processes designed to meet joint capability requirements.

Finally, the Marine Corps provides important support for joint experimentation. We support the Joint Forces Command through our efforts in the Joint Urban Warrior war-gaming and analysis process. In October 2004, we will be conducting an experimental exercise at Camp Pendleton, California - Sea Viking 04. For this exercise, we are partnering with the Office of Naval Research, the Defense Advanced Research Projects Agency, Joint Forces Command, and other organizations to test new technology and develop new capabilities.

These efforts combine current, combat-proven MAGTF capabilities and the vision of a sea-based future described in our capstone documents. Together, they are leading us toward future capabilities unrivalled anywhere else in the world. However, the Marine Corps requires the continued support of the nation - the Administration, Congress, and the American people - to succeed with the transformational course upon which we have embarked. Subsequent chapters of this publication will address in more detail the *Concepts and Programs* associated with our efforts to remain the nation's premier fighting force.