

Marine Corps Ground Board
Washington, DC 20380-1775
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GROUND COMBAT ELEMENT (GCE) CAMPAIGN PLAN 2004

SITUATION

General. In the last century, U.S. Marines assured their continuing legacy in combat by engaging with their country's enemies in close combat around the globe. In conflict and in war, Marines have leveraged innovation, expeditionary maneuver and tactical flexibility into a continuing string of victories in battle. The one element of the Marine Air-Ground Task Force (MAGTF) whose primary mission is to find, fix, and destroy the enemy by fire and maneuver is the Ground Combat Element (GCE).

The Ground Combat Element remains as relevant in the 21st Century as it was in France, the Central Pacific, Korea, Viet Nam, Kuwait, Afghanistan, IRAQ, and any future place where Marines must go into Harm's Way for their nation. However, to keep the GCE at the forefront of tactical, technical, and doctrinal innovation, the GCE, and the leaders who proudly call the Corps' ground units home, must continue to move smartly in a changing world.

This pamphlet is a guide to all GCE Marines. The GCE Campaign Plan is an important factor in realizing future capability enhancements, as broadly defined by *Marine Corps Strategy 21*, and a step further in the refinement of *Expeditionary Maneuver Warfare*. This Campaign Plan reinforces the basic tenet that the GCE shall continue to operate within one of the great military innovations of the 20th Century: The MAGTF. In the pages that follow, this central precept is evident as the concept and reality behind MAGTF advocacy are described. The plan also illustrates how advocacy works to facilitate acquisition and innovation to identify the right gear, and to develop the tactics, techniques, and procedures (TTP) to maximize future effectiveness.

CMC Guidance. In his initial guidance, General Michael W. Hagee, 33d Commandant, directed that the Corps' main effort continue to be the warfighting excellence of the individual Marine and our combined-arms MAGTF. Accomplishing the Marine Corps' primary institutional mission - agile readiness for *operations across the spectrum of conflict* - requires that we provide our operating forces the resources they require to train, maintain equipment, deploy, and if necessary, fight.

Advocacy. The Commandant has directed that each MAGTF element have an Advocate at Headquarters, Marine Corps (HQMC) to represent their interests in venues outside the operating forces. The Deputy Commandant Plans, Policies, and Operations (DC, PP&O) is designated as the GCE Advocate and whose is tasked to achieve “increased communication and representation of operating force requirements and interest.”

Evolving Threat. The events of September 11th, 2001 validated previous forecasts of a new kind of enemy - the transnational, non-state actor. This new enemy does not have orderly, doctrinally driven conventional forces, but moves easily through the “openness” of a globalizing world. Our GCE, employed as part of a Marine Ground Task Force (MAGTF), has been among the first to meet this new foe. While our organizational doctrine served us well, we have found a need to adjust ourselves to better meet this new enemy in the future. For example Task Force 58’s actions in Afghanistan against “this new enemy” revealed specific and unique requirements for our ground forces. Solutions that proved successful in the Afghan operations were identified to the GCE Advocate, who in turn worked directly to facilitate the procurement and delivery of these “urgent priorities” to future deployers. The GCE Advocate, using the advocate mechanisms (Ground Board, Conferences, Operational Advisory Groups, Universal Need Statements, direct communication) established a dynamic process that is proving responsive as the threats to our Marine forces continue to evolve. Additionally, the Operating Forces now know they have a voice to enhance combat operation capabilities for future contingencies.

Friendly Forces. The Commandant fields forces for combat consistent with his Title 10, statutory tasking to “...provide forces of combined arms including aviation...” By forming scalable, tailorable, integrated, combined-arms MAGTFs, composed of forces task-organized under a single commander, capable of responding rapidly to a contingency anywhere in the world. The GCE’s central task within the MAGTF is to win the close fight, which we believe is the decisive fight. Therefore, it is imperative that the GCE Campaign Plan lay out a clear, definitive way-ahead, that the other Advocates can review and track to ensure an integrated, interoperable approach to the achievement of MAGTF warfighting capabilities.

Every member of our Corps must remain focused on our main effort, the warfighting excellence of the individual Marine and our Combined Arms Marine Air Ground Task Forces, in order to ensure that we “will be found equal to every emergency.”

Commandant's Guidance



The MAGTF provides the joint force commander with a versatile expeditionary force, possessing strategic agility and operational reach. Each MAGTF is trained, equipped, and ready to respond to a broad range of crisis and conflict situations. This campaign plan focuses on the GCE’s contribution to the greater whole — the MAGTF to which it is assigned. Accordingly, this plan provides the “how” as applied to the GCE in attaining the Corps’ vision for the following:

- Making the U.S. Marines who comprise America’s premier expeditionary “Total Force in Readiness.”
- Optimizing the Corps’ operating forces, support and sustainment base, and unique capabilities to respond to the complex spectrum of crises and conflicts we anticipate in the future.
- Capitalizing on innovation, experimentation, and technology to prepare Marine Forces for success in the 21st century.

Assumptions. Suppositions on current GCE warfighting capabilities, and presuppositions on future warfighting capabilities, as guided by *Marine Corps Strategy 21* are critical to ensuring the GCE Campaign Plan remains relevant and responsive to the ever-changing demands of the Operating Forces. Particularly critical are the presuppositions for future warfighting as they directly impact the Program Objective Memorandum FY 2007-2009 (POM-04) Future Years Defense Program (FYDP). Additionally, it continues to be critical that the other MAGTF advocates understand the planning assumptions from which this Campaign Plan is developed, as it provides the basis for common development and movement towards cohesive and interoperable warfighting capabilities.

The GCE Campaign Plan is based on the following key assumptions remaining valid through the FYDP:

- Marine Corps' core competencies as listed in *Marine Corps Strategy 21* remain unchanged.
- Our unique expeditionary maneuver warfare capabilities are relevant and essential.
- The GCE is able to perform all core competencies in both complex joint and coalition operations.
- The MAGTF remains the Nation's preeminent expeditionary force and requirements for the employment of Marine forces will continue to increase.
- Regional powers, rogue nations, and non-state actors will continue to challenge U.S. interests.
- Terrorist acts, weapons of mass destruction, and information attacks will likely exact an inordinate price and therefore, it remains imperative that naval forces remain forward deployed and ready to strike at rapidly engaging targets with very short notice.
- Resources for current and future force modernization initiatives will remain constrained.
- Naval expeditionary forces will be almost exclusively employed as part of joint or multinational forces, whether afloat or ashore.
- Resource constraints will preclude attainment of our amphibious lift requirement (i.e., 3.0 Marine Expeditionary Brigade (MEB) equivalents of assault echelon lift); however, the amphibious triad (i.e., MV-22, EFV, and LCAC SLEP) will continue to be funded to fielding.
- Naval Surface Fire Support (NSFS) capabilities, for the short term, will remain limited and cause continuing reliance on organic fire delivery systems and MAGTF/ Naval Aviation.
- GCE warfighting capabilities will range from a mix of quantitative (mass and volume) to qualitative (speed, stealth, precision, sustainability) factors of warfare.

MISSION. DC, PP&O, as GCE advocate, facilitates service headquarters actions that resource, equip, and train the GCE in order to provide the MAGTF Commander an expeditionary ground force to conduct combined arms operations across the spectrum of conflict in any environment.

EXECUTION

Operational Concept. This campaign plan sets out a process to help guide resource applications, in the most efficient and effective manner, in order to improve the GCE's operational excellence. The overarching purpose is to provide direction and a benchmark by which personnel supporting the GCE may measure their actions. The GCE Campaign Plan accomplishes the following specific purposes:

- Delineates the relationship between the Advocate and the GCE.
- Provides a vision to direct efforts to maintain operational readiness and modernize the GCE.
- Identifies the GCE's warfighting requirements and prioritizes requirements for subsequent Program Objective Memorandum (POM) development.

POM development is the essential bridge between concepts and warfighting.. it translates fiscal resources into operational capabilities and readiness.

Advocacy Responsibilities and Organization. In reaffirming the primacy of the operating forces, the Commandant established a Board for each respective MAGTF element.

Ground Board. The Ground Board, sponsored and chaired by the DC, PP&O as the GCE Advocate, provides a venue to harness the collective input of the GCE, develop consensus, and leverage unity of effort to define GCE requirements, all focused on enhancing warfighting capabilities. The Ground Board is comprised of the four Division Commanders and DC, PP&O. Other General Officers, Senior Executive Service members, and Headquarters, Agency, and/or Department of the Navy (DoN) representatives attend Ground Board meetings as appropriate. The Ground Board will meet as often as required but normally twice per year. The Ground Board responsibilities include: reviewing emerging GCE issues that warrant CMC attention, prioritizing GCE interests in the the Department of Defense's Planning, Programming, Budgeting, and Execution Process (PPBE) and engaging in other HQMC or DoN processes. A framework of organizations and processes support the Ground Board by performing the preponderance of issue identification and development.

GCE Conferences. Hosted by rotating Division Commanders, these quad-division conferences build consensus on major issues meriting emphasis in the PPBE or Expeditionary Force Development System

(EFDS). These meetings can also decide to advance issues to the Ground Board or other senior venues such as (Program Review Group (PRG), Marine Requirements Oversight Council (MROC), [and the Joint Requirement Oversight Council \(JROC\)](#)). The GCE Conferences are attended by the Division Commanders, Assistant Division Commanders, and selected members of their staffs, advocate representatives, and other Marine Corps process representatives, as appropriate. GCE Conferences are conducted, at a minimum, semi-annually. Conference output is forwarded to the CMC via the advocate and simultaneously to the respective MEF and/or MARFOR Commanders for information and comment.

Operational Advisory Groups (OAGs). Chartered by the four Division Commanders and/or the Ground Board, OAGs provide a forum for the functional specialists in the operating forces to interface with Headquarters and Supporting Establishment personnel, requirements officers, program managers, trainers, the laboratories. [The](#) OAGs serve as the vehicle for identifying and recommending prioritization of issues and solutions that directly impact the operational capabilities, standardization, training, readiness, structure, manning, and safety of their respective elements of the GCE. The Ground Board has chartered the following OAGs: Infantry, Artillery, Tank, Assault Amphibian, Light Armored Reconnaissance, Reconnaissance, Combat Engineer, and Command and Control.

Other Input Mechanisms. Universal Needs Statements (UNS), Marine Corps Lessons Learned (MCLLS), community conferences, force structure change requests, etc., are other ongoing input methods. To the extent feasible, inputs with resource implications (e.g., UNS, force structure change [requests, are coordinated](#) among the four Division Commanders primarily through their Chiefs of Staff prior to their formal submission.

The Advocate's Role and Responsibilities. In order to foster advocacy and ensure the GCE's requirements and interests are well represented in planning, programming, and budgeting activities, DC, PP&O will:

- Assist the GCE to identify capabilities, deficiencies, and issues, and ensure those issues are advanced through various processes within the EFDS and DoN.
- Provide liaison between the GCE and the various process owners within the EFDS, as well as those external to the Marine Corps, to ensure that GCE interests are properly addressed.
- Serve as the single point of contact and provide oversight of GCE issues for the Marine Corps leadership.

- Ensure that all GCE-related UNS have been approved by the division commanders prior to their entry into the EFDS.
- Coordinate matters of mutual interest with the other MAGTF element advocates.

Warfighting Functions. The Marine Corps warfighting functions encompass all military activities in the [battle-space](#) — integration achieves unity of effort and focus. Gaining and maintaining superiority in these functional areas and their successful integration and synchronization are essential to the GCE's success on both the current and future battlefield.

Maneuver. Maneuver, the movement of forces for the purpose of gaining an advantage over the enemy is a dynamic element of combat. Maneuver provides a means of concentrating forces for decisive action or placing forces at a position of leverage from which the enemy has no choice but to accede to our desire or be destroyed. The GCE must be capable of flexible and agile maneuver at both the tactical and operational levels. In conjunction with the MAGTF Commander, the GCE must be capable of planning for, protecting, sustaining, and influencing the execution of maneuver throughout the operational [battle-space](#). In so doing, the GCE provides the MAGTF Commander the ability to extend his operational reach throughout the battlespace.



Objectives:

- Ensure sufficient mobility and counter-mobility capabilities exist to support maneuver.
- Be trained to conduct ship-to-objective maneuver (i.e., MV-22, EFV, and LCAC SLEP) at a time and place of our choosing (i.e., project power ashore).

- Retain and continue to improve a man-portable capability to defeat all known threat armor.
- Improve ground mobility and maneuverability of reconnaissance units. (Internally Transportable Vehicle.)
- Enhance the direct fire capabilities of GCE armor/ mech formations.
- Exploit terrain through improvements in C4 ISR and synchronize maneuver in both time and space to gain advantage over the enemy.
- Ensure the GCE remains strategically agile and able to support the commander's plan for employment (i.e. strategic airlift, sealift, amphibious shipping, or MPF).
- Enhance night fighting capability through the use of advanced technology equipment and enhanced training.

Fires. Fires delay, disrupt, degrade, or destroy enemy capabilities or facilities, as well as affect the enemy's will to fight. The artful employment of firepower against the enemy's air, ground, and sea targets, when used in concert with maneuver, helps shape the [battle-space](#) and set conditions for decisive action. The GCE must have the capability to employ sufficient all weather, day/night, direct and indirect fire delivery systems to achieve this end.

Objectives:

- Support littoral maneuver with credible, capable naval surface fires.
- Weight the main effort, support maneuver, and provide counter battery fires with organic rocket artillery.
- Acquire a ground weapon locating radar with sufficient capability to maximize counter battery capability of organic rocket artillery.
- Provide a credible, lightweight fire support capability to the vertical assault force.
- [Provide sufficient organic indirect fire capability to support deep rapid decisive maneuver to mechanized and light armored reconnaissance forces.](#)
- Develop non-lethal tactics, techniques, procedures, and technology.
- Enhance the forces' ability to execute Time Sensitive Targeting (TST).
- Exploit new technologies that improve fire support coordination and joint interoperability.



Command and Control. The GCE commander must be able to exercise his authority and direction over assigned or attached forces through C2 systems that facilitate an environment of decentralized decision making and enhanced situational awareness. The commander's ability to extend his influence over his forces when planning and conducting military operations is critical to mission accomplishment.

Objectives:

- Ensure command and control systems are interoperable with other MAGTF, naval, joint, and, when necessary, allied systems.
- Require all GCE units to be fully trained in the Marine Corps Planning Process (MCP) and the Rapid Response Planning (R2P2) to ensure commonality of planning and clarity in execution.
- Maintain commitment to digital C2 systems such as C2PC software and EPLRS to exploit current digital technology that speeds decision-making and improves command and control through a common operational picture.

- Procure a standard command and control structure that is consistent throughout all MAGTF organizations to enhance interoperability and compatibility between using units that will eliminate expensive, unsupported, piece-meal, and jury-rigged command posts.
- Enhance LAV C2 capabilities to facilitate digital communication with current and future C2 architectures.



Intelligence. The Keys to success on the battlefield are understanding the enemy, his doctrine, the battle-space, enemy centers of gravity, and critical vulnerabilities. Intelligence assists the commander in understanding the situation, alerts him to opportunities, and helps him assess the effects of his actions upon the enemy. This key warfighting function must continue to be integrated with the overall operational effort and always be focused on the enemy.

Objectives:

- Provide accurate, timely, and relevant knowledge about the enemy (or potential enemy) and the surrounding environment.
- Assist in protecting friendly forces through security, surveillance, and counter-reconnaissance.
- Ensure surveillance, reconnaissance, and target acquisition capabilities are adequate to support operations.
- Ensure the GCE portion of target acquisition architecture is integrated across the MAGTF and the joint force.

- Provide the GCE a reconnaissance capability that supports operational requirements.

Logistics. Logistics functions encompass those activities required to move and sustain military forces. Logistics will also continue to establish limits on what is operationally possible. As GCE capabilities expand, so too will requirements increase on the supporting combat service support establishment. Recognizing the significant role logistics plays in any military action, GCE commanders must incorporate logistics capabilities and limitations when planning to use these limited resources.

Objectives:

- Ensure that the limits imposed by logistics/sustainment do not inhibit effective operations.
- Ensure the fielding plans for new systems develop alternative ordnance variants that are smaller and lighter, but retain equivalent lethality.
- Encourage Combat Service Support (CSS) training as an integrated part of GCE maneuver training.
- Ensure the capability to operate independently (implies sustainability).
- Test and evaluate the Integrated Logistics Concept in conjunction with the CSS Element and its advocate.



Force Protection. Force protection safeguards friendly centers of gravity and identifies, protects, conceals, reduces, or eliminates friendly critical vulnerabilities. It includes those measures the force takes to remain viable by protecting itself from the effects of enemy activities and natural occurrences, so that its fighting potential can be applied at the appropriate time and place.

Objectives:

- Acquire enhanced individual, collective protection, early warning, detection and monitoring against chemical and biological threats.
- Improve situational awareness and target intelligence through evolving combat identification capabilities.
- Incorporate operational risk management in the planning and execution of all missions, exercises, and daily evolutions, both on and off duty.
- Ensure maximum survivability of Marines on the modern battlefield through development of equipment and tactics that better protect the force.

Manpower. The GCE derives its strength from the individual Marine's training, fitness, discipline, sense of courage, service and commitment. While mission accomplishment is our first priority, it is dependent on taking care of our Marines. Mission First, Marines Always. That said, we must have sufficient "boots in formation" to achieve all that is being asked. Further, we must safeguard and nurture those precious few who have taken up the challenge to be Marines and retain the best of them.

Objectives:

- Staff ALL GCE units at or above 90% of T/O.
- Review and revise T/Os to ensure units are comprised of the right number of personnel of the right ranked MOS, to contribute to the units wartime mission.
- Synchronize the assignment of Marines to units with the deployment schedule.
- Eliminate chronic shortages in MOS 02XX, 08XX, 06XX, and 35XX.
- Achieve 100% of FTAP requirement.
- Ensure total force integration across the spectrum of GCE units.
- Reduce non-EAS attrition particularly through injury reduction.

Training/Education. Training is a process to master fundamental skills and knowledge and their subsequent application in an environment that replicates the fog and friction of combat. We must train the way we fight! Accordingly, the practical application phase of training must be as

realistic and challenging as possible. Further, we must train to an established standard and provide meaningful feedback aimed at improving individual and unit performance. Training and Readiness (T&R) manuals (completed by Training & Education Command) provide the basis for attaining GCE standards. Training must provide a true learning environment in which Marines strive for excellence and are permitted to learn from their mistakes.

Objectives:

- Conduct combined arms training at every opportunity.
- Train at night.
- Augment training through the use of simulation when possible.
- Focus training on tactics, techniques, and procedures (TTP) emphasizing the small unit allowing for sufficient repetition and innovation of leaders.
- Focus staff training on increasing speed and accuracy and to enhance teamwork and proficiency in their respective functional areas.
- Minimize the impact of encroachment on ranges and training areas.
- Prepare Marines for the physical and mental nature of combat.

Readiness. Expeditionary readiness, the key to build our core competencies, defines an institutional mindset that makes Marines ready to respond rapidly to worldwide crises. Expeditionary readiness is defined by our manning level, the maintenance of our equipment, and the quality of our training.

Objectives:

- Maintain expeditionary readiness at or above the C2 readiness metric.
- Report readiness IAW T&R Manuals.
- Establish a rate of peacetime deployment tempo that is manageable and sustainable. • Sufficiently fund the GCE.
- Include bases/stations capabilities in deployment readiness equation.
- Improve the mobilization readiness of the Reserve Division.
- Emphasize and support family readiness programs.

Phases of the Campaign. This campaign is continuous and will focus its efforts across three distinct timeframes. Actions throughout will include a dynamic assessment of GCE warfighting capabilities and deficiencies, and the prioritizing of required capabilities based upon vulnerability assessment.

Near-term. This two-year period reflects the first two years in a fixed Future Year's Defense Plan (FYDP). It begins upon initiation of the Program Objective Memorandum cycle and continues through the completion of the subsequent year's Program Review (PR) (e.g., POM-04/PR-05). Initial focus of effort will be on year's resources for GCE programs during the POM development and approval. Subsequent activity will focus on retaining momentum and elevating critical issues for resource consideration during the PR and preparing for the next POM cycle. Success in this near battle is only achieved with clearly understanding required GCE capabilities and priorities.

Mid-term. This period spans the FYDP; campaign plan actions will focus on identifying required GCE capabilities during years three through six of the POM 04 (e.g., POM-04 includes the years FY-06 through FY-09). Mid-term assessments will influence the application of research and development (R&D) funding and are preparatory to the upcoming POM cycle.

Long-term. This period of the campaign focuses on identifying required GCE capabilities beyond the FYDP by some five- to ten-years (e.g., for POM-06, the long-term period would focus on FY-10 through FY-19). The output from this period of the campaign will be used to shape the application of science and technology funding.



Coordinating Instructions. All OAG, GCE, and PP&O (POG) personnel must be knowledgeable of Marine Corps Strategy 21, the tenants of Expeditionary Maneuver Warfare, the GCE's Campaign Plan objectives and the advocacy process. All must recognize the need for close coordination with the commands and agencies impacting on GCE issues (e.g., MCWFL, MARCORSSYCOM, TECOM, and MCCDC (WDID)).

SUSTAINMENT

Personnel turbulence at each level of the advocacy process is a certainty and lacking a long-range plan to guide the process, there will be a tendency to “reinvent the wheel” as personnel turn over. This campaign plan is intended to guide the process and to mitigate this inevitable “churn” in our processes. Further, centralization of DC, PP&O's advocacy responsibilities within the Ground Combat Element Branch (POG) of the Operations Division (PO) serves to create the “institutional memory” necessary to sustain campaign efforts.

“Two of the most important aspects of this [campaign] plan are the synchronized employment of forces and the concept for their sustainment”
The Joint Doctrine Encyclopedia

The Joint Doctrine Encyclopedia

This campaign plan will be reviewed annually and updated as necessary to assist the Ground Board and Division Commanders in ensuring the appropriate application of limited resources to meet the GCE's training, readiness, and modernization requirements.



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COMMAND

Command Relationships. Traditional command relationships through the chain-of-command remain valid. The Division Commanders, through the advocate, will communicate with the Commandant. Division Commanders will inform their respective MEF/MARFOR commanders on those issues discussed in the advocacy process.

Delegation of Authority. DC, PP&O (POG) is the focal point for GCE advocacy at HQMC and effects coordination on GCE advocacy matters primarily through the Division Chiefs of Staff.



No Signature Given

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ANNEXES:

- A Current GCE Programs and Initiatives
- B GCE Capability Requirements for POM-04
- C Long-term GCE Capability Requirements
- D GCE Advocacy Timeline

DISTRIBUTION: Special

ANNEX A - CURRENT GCE PROGRAMS AND STRUCTURE INITIATIVES

The following programs, intended to enhance the warfighting capabilities of the GCE, are funded within POM-04 (FY-04 thru FY-09):

MANEUVER

Expeditionary Fighting Vehicle

(EFV): Provides for great increases in speed, range, firepower, and survivability.

High Mobility Multipurpose Wheeled Vehicle (HMMWV) A2:

Replaces the aging HMMWV fleet with improvements in load capacity and dependability.

Medium Tactical Vehicle Replacement (MTVR):

The MTVR program replaces the existing medium tactical Motor Transport fleet of M809/M939 series trucks with cost-effective, state-of-the-art technology improved trucks with increased cargo capacity, mobility, and reliability. The MTVR, which can carry 7 tons off-road and 15 tons on-road, will have a 22-year EUL and markedly improved performance plus increased Reliability, Availability, Maintainability, and Durability (RAM-D).

Light Armored Vehicle (LAV) SLEP:

Will provide a much-needed overhaul to the current LAV series of vehicles.

Light Armored Vehicle Advanced Anti-tank System (LAV-AAS):

This initiative provides enhanced operational effectiveness and improved operational readiness for the LAV/LAR anti-armor capabilities. The current system, the LAV-AT, lacks reliability, is unwieldy, and not suited for mobile combat. The initiative seeks to provide a system with enhanced reliability and fluid operational adaptability, capable of rapid and lethal employment and engagement against threat tanks or other threat armor.

Assault Breacher Vehicle (ABV):

Provides the assault elements of the GCE with the capability to conduct an in stride breach of a complex obstacle.

M1A1 Firepower Enhancement:

Increases the effective range to the M1A1 thermal optical system. Enables the tank crew to acquire and identify targets at significantly greater ranges under all battlefield and weather conditions. Further, it provides the crews with an extremely accurate far target location capability.

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TOW SLEP:

Provides funding for a service life extension for Tow missiles with expiration dates from FY05-FY09.

Assault Amphibious Vehicle - Recovery (AAVR-7):

The AAV R7 provides retriever capability to AAV units as well as specialized tools and equipment for AAV repair. The AAV R7 is scheduled for induction into the RAM/RS program during FY 02. Of concern is the absence of a retriever variant for the EFV thus bringing a question regarding long-term maintenance support. The R7 Readiness Package will include the replacement of the boom, the welder, the A/C generator, and the air compressor. The funding request will accommodate (36) R7 vehicles that have completed the RAM/RS program. The purpose is to not only improve the current employment of the AAV R7, but to provide a viable option for EFV retrieval/maintenance support.

Short Range Assault Weapon (SRAW) Predator:

One-man portable, short range, disposable fire-and-forget antitank weapon capable of defeating all current and projected future armored threats incorporating advanced armor protection, supplemental armor kits, and explosive reactive armor at ranges of 17-600 meters.

Tactical Unmanned Ground Vehicle (TUG-V):

The TUG-V (Gladiator) will provide an unmanned ground platform for remote combat to reduce risk and neutralize threat. The basic missions of scout/surveillance and engineer reconnaissance may be expanded with mission modules for Reconnaissance, Surveillance, and Target Acquisition (RSTA); Chemical Biological Radiological detection, obstacle breaching, and direct fire.

MAGTF Expeditionary Family of Fighting Vehicles (MEFFV):

The MAGTF Expeditionary Family of Fighting Vehicles (MEFFV) is the proposed solution to replace the USMC's family of Light Armored Vehicles (LAV) and the M1A1 Common Main Battle Tank (MBT) in the 2018-2022 timeframe. MEFFV potentially will consist of other combat, combat support, & combat service support variants which will capitalize on commonality of hulls and/or parts in order to minimize operations and maintenance costs.

Small Unit Riverine Craft (SURC):

This craft will be within the Marine Corps' family of small crafts that will provide for a Marine Air Ground Task Force's (MAGTF) Ground Combat Element (GCE) in a riverine environment. The craft will carry a 13-man rifle squad and crew of two. It will possess an organic heavy machinegun

and ballistic protection for the propulsion system. Further, this craft will be transportable by strategic airlift and wexternally transportable by CH-53D/E helicopter. It will be capable of operating in 24 inches of water or less and will possess a speed of 30 knots.

Small Unit Riverine Craft (SURC)-Escort Variant:

Initial assessments indicate the 24 current RACs could be replaced by (20) SURC-Escorts (SURC-E) variants. These additional (20) craft would lower the overall Marine Corps inventory. The escort craft would be produced at the end of the SURC production and eliminate the associated costs of a manufacturer starting-up a production line. The Marine Corps could procure a single craft for riverine missions similar to the LAV Concept, by running a SURC-E program concurrently with the SURC program. An identical boat hull and propulsion system would form the basis of SURC troop transport and the SURC armed escort variant.

Thermobaric SMAW Warhead:

Provides an interim and limited Confined Space Clearing Capability (CSCC) to the infantry and engineer units. The Thermobaric Warhead generates a higher sustained blast pressures in confined spaces such as buildings, tunnels, and underground cave complexes employed from the currently fielded SMAW weapons system.

Follow on to SMAW (FOTS):

This device will be a short range, fire-and-forget assault weapon designed to defeat a variety of targets on the battlefield. It will consist of a firing device, sighting system and a family of munitions. FOTS will replace the SMAW without loss to present capabilities and with the following enhanced capabilities: 1) Ability to fire from enclosures, 2) Lighter weight, 3) Increased reliability, 4) Reduced launch signature, 5) Increased lethality, and 6) Greater breaching effects.

Modular Weapon System (MWS):

A follow on and extension of the current M16 program. The MWS provides for improvements in weight reductions, size constraints and optics packages that will attach to the weapon via a common rail system.

Joint Force Requirements Generator II (JFRG II):

Replaces MAGTF II as a stand-alone computer-based program. JFRG II allows service component Commanders to select and tailor forces to develop force structure, estimate gross sustainment and airlift/sealift required to support the Commander's concept of deployment and the deploying Commander's concept of employment.

Mounted Cooperative Target Identification System (MCTIS):

The MCTI system will provide weapons platform commanders and gunners with an automated, line-of-sight cooperative TI capability that provides real-time, friendly identification information on other significant objects in their battle space at the point of engagement. Generally, the MCTI system for these platforms will add to the combatants' situational awareness, expedite the shoot/don't shoot decision at the point of engagement, and significantly reduce fratricide potential.

FIRES

Expeditionary Fire Support System (EFSS):

EFSS will be capable of successfully engaging a spectrum of potential point and area targets, including motorized, light armored, and dismounted personnel targets, command and control systems, and indirect fire systems. EFSS will afford the MAGTF commander increased flexibility in tailoring his fire support systems to support the scheme of maneuver. EFSS-equipped units will be especially well suited for missions requiring speed, tactical agility, and vertical transportability. The EFSS design and configuration will ensure that its tactical mobility, both in the air and on the ground, is equal to the supported force.

Improved Position and Azimuth Determining System (IPADS):

IPADS will replace PADS on a one-for-one basis. Required capabilities, as stated in the MNS, include: accuracy and speed and mobility equal to or greater than PADS; capability to transmit digital survey data to AFATDS; more efficient cabling system; and improved control and display unit.

Ground Weapons Locating Radar (GWLR):

The GWLR will provide the Marine Corps with a quantum leap in its ability to locate enemy firing (mortar, artillery, rocket) positions, equating to an exponential increase in the number of destroyed enemy assets and personnel. GWLR possess a significant increase in detection range, accuracy, weapon type classification and deployability over currently-fielded counter-battery radar systems

M777 Lightweight 155mm Howitzer with TAD:

Replaces M198 howitzer. A 45% reduction in weight allows for greater mobility while maintaining or improving range, weapon stability, accuracy, and durability. Significant improvements in battlefield mobility and rates of fire create a weapon that is more survivable and lethal.

Towed Artillery Digitization (TAD):

Through the use of a computer and a GPS system, guns can be emplaced individually or in pairs. GPS technology will prevent the need for surveyed positions; resulting in increased accuracy.

Advanced Field Artillery Tactical Data System (AFATDS):

The AFATDS is a multi-service integrated battlefield management and decision support system which satisfies the fire support command and control requirements of the Army and the Marine Corps. It will be located at all echelons from MEF to battery level and will provide a MAGTF commander with the capability to rapidly integrate ground, air, and naval surface fire support assets into the scheme of maneuver.

Back-Up Computer System (BUCS):

The BUCS will be fielded to each artillery battery FDC concurrent with the fielding of AFATDS. The BUCS will provide automated technical fire direction redundancy in the Marine Corps artillery battery. The primary mission of the BUCS is to ensure continuity of battery FDC operations in the event that the primary computer, AFATDS, becomes inoperable.

Mobile Tactical Shelter (MTS):

A modular, highly mobile, integrated command post shelter system capable of providing environmental protection for automated digital equipment. The shelter will provide Command and Control elements below the battalion level who are equipped with systems, such as the Advanced Field Artillery Tactical Data System (AFATDS), with the operational work space needed to effectively employ the increasing amount of digital electronic hardware on their Table of Equipment.

High Mobility Artillery Rocket System (HIMARS):

The system will deliver munitions effective against point and area targets with a high degree of precision and accuracy over large portions of battlespace without requiring firing units to displace.

M795 155mm Ammunition:

Enhances the GCE fires capability with an increase in range and lethality of the individual round.

Portable Inductive Artillery Fuze Setter (PIAFS):

Provide USMC with an inductive fuze setting capability that is interoperable with TAD, MOFA, M762/M767, XM982, and inductive fuzes.

Multi-Option Fuze for Artillery (MOFA):

The MOFA combines Point-Detonating, Delay, Proximity, & Electronic Time functions in one fuze for bursting-type projectiles. The MOFA

replaces the M732, M732A2, M557, M582, and the M567. The MOFA Fuze is set with the Portable Inductive Artillery Fuse Setter (PIAFS). PIAFS is a battery powered electronic fuze setter that is designed to increase efficiency of service and decrease crew error.

AN/GVS-5 Laser Infrared Observation Set Replacement:

A small, lightweight/highly mobile, night observation capable, binocular system containing an integral, eye-safe laser rangefinder with azimuth and inclination capability. It will interface with a Precision Lightweight Global Positioning Receiver (PLGR) in order to provide highly accurate target location.

Target Location Designation and Handoff System (TLDHS):

A target location, designation, and digital communications system, composed of an eye-safe laser rangefinder, compass and vertical angle sensor, GPS receiver, day optics, thermal optics, laser designator, rugged hand-held computer, tripod, and ancillary equipment. TLDHS will provide Forward Observers, Forward Air Controllers, Naval Gunfire Spot Teams, and Reconnaissance Marines with the ability to precisely target the enemy and rapidly direct fire support assets.

Mortar Ballistic Computer (MBC):

The MBC is an all-weather, lightweight, handheld, state-of-the-art computer system that will generate firing data, store initialization data, propellant temperature, and conversion factors for all 60mm and 81mm mortar cartridge and fuse combinations. Additionally, the MBC will provide digital connectivity in order to interoperate with the Marine Corps automated fire support planning and execution system. The MBC will be developed as an incremental program. Phase I of the program will provide an automated technical firing solution followed by Phase II which will incorporate a digital connectivity capability to interoperate with the automated fire support systems currently in place. The MBC will adhere to C2 guidelines for compatibility and integration with Marine Corps hardware and software.

FORCE PROTECTION

Advanced Mine Detector:

A man-portable system capable of detecting both metallic and non-metallic buried mines, regardless of fuze type.

INTELLIGENCE

Coastal Battlefield Recon and Analysis (COBRA).

The COBRA will detect the presence of minefields, obstacles and camouflaged defenses on or near potential beach penetration areas.

Underwater Reconnaissance Capability (URC):

This program consists of five separate components, three of which - Underwater Breathing Apparatus (UBA), Oxygen Transfer Pump Systems (OTPS), and the Transportable Recompression Chamber System (TRCS) - have been fielded. The two remaining component systems are the Diver Propulsion Device (DPD) and the Tactical Hydrographic Survey Equipment (THSE), which is entering Research and Development stage in support of EFV and hydrographical reconnaissance missions.

Family of Raid/Reconnaissance Equipment (FRRE):

The FRRE provides a funding line for re-procurement/replacement of Life Support Diving Equipment. Parachutes, and similar small items in the raids/reconnaissance functional area.

Dragon Eye Unmanned Air Vehicle:

This program provides the MEU and infantry battalion a forward day and night reconnaissance capability. Dragon Eye is a man-portable system operated by and for small units. UAV autonomously gathers and transmits imagery near real time to a range of 10 km.

Small Unit Remote Scouting System:

The SURSS will operate by and for the small unit, providing Reconnaissance and Surveillance information, directly and on demand to battalion and smaller size units (GCE, FSSG and ACE). SURSS will provide targeting information for the SURSS equipped unit to the range of the supported unit's ground organic weapon systems (beyond line-of-site). SURSS capability will not replace any current equipment. SURSS will be employed as needed by the unit commander as the situation dictates. It will be employed by and support all echelons of command within the tenant organization. The SURSS will be organic to each GCE infantry, reconnaissance, armor, & LAR battalion, FSSG's H&S Battalion and MWSS.

MAGTF Secondary Imagery Dissemination System/Manpackable Secondary Imagery Dissemination System (M-SIDS):

The M-SIDS is a manpackable, digital imagery collection/transmission system. The system will consist of (1) COTS digital camera, one (1) night vision intensifier tube, one (1) rugged handheld computer with data controller hardware/software, and a set of fixed and telephoto lenses. This will allow the MAGTF Commander access to time sensitive reconnaissance imagery.

COMMAND AND CONTROL

Tactical Hand Held Radio (THHR):

The THHR provides a lightweight, hand held, secure communications to the infantry and platoon. THHR is a military ready system capable of providing a standardized and maintainable radio to support the communications requirement of Marine Corps small units.

Unit Operations Center (UOC):

The UOC provides a standardized, scalable, modular operational facility that includes workstations, servers, visual displays, communications interfaces and supporting structure to facilitate unit command and control. UOC will host and interface with current and future C4ISR systems providing commanders the ability to maintain situational awareness while both stationary, and on the move via radio and satellite communications assets. UOC will provide a standardized environment in order to facilitate the development of enhanced, standardized techniques, processes and procedures essential for continued effective operations across the MAGTF.

Light Armored Vehicle C2 Upgrade:

The LAV-C2 is the command and control variant of the Light Armored Vehicle family and consists of a basic LAV eight-wheeled chassis. The LAV-C2 is a mobile command station providing field commanders with the required resources to control and coordinate Light Armored Reconnaissance (LAR) units in all assigned roles. A tactical command and control vehicle that provides the necessary voice and data connectivity to intelligence, fire support and maneuver agencies in support of the Light Armored Reconnaissance (LAR) Battalion or independent company units during amphibious operations and subsequent operations ashore. The LAV-C2 seeks to meet, maintain and improve the command and control requirements of the ORD.

Joint Tactical Radio System (JTRS):

The JTRS family of radios will cover an operating spectrum from 2 to 2000 MHz initially, and will be capable of transmitting voice, video and data. However, JTRS is not a one-size-fits-all system. Rather, it is a family of radios that are interoperable, affordable and scaleable. By building upon a common open architecture, JTRS will improve interoperability by providing the ability to share waveform software between radios, even radios in different physical domains. The goal of the JTRS Joint Program Office (JPO) is to migrate today's legacy systems to systems compliant with the JTRS architecture.

Training Education and Simulation

Combat Vehicle Training System (CVTS):

The CVTS will provide the Marine Corps the ability to train M1A1, LAV and AAV crewmembers to the approved standards for combat skills and readiness. The CVTS will be a high fidelity networked training system supporting individual, collective (crew, section, and platoon), combined arms and joint training scenarios. The CVTS will support gunnery proficiency, weapons platform familiarization and force-on-force training. CVTS will provide a measurable improvement in individual, crew, and unit level tactical proficiency levels for tank, light armored reconnaissance and amphibious assault battalions. The system will train target acquisition, identification, and engagement with the weapons appropriate for each platform. The CVTS for AAVs is not currently funded.

Closed Loop Artillery Simulation System (CLASS):

The CLASS will provide deployable interactive training for the forward observer, fire direction center, and howitzer crew. This includes full performance feedback and analysis capability. The CLASS will be HLA compliant. Marines at the U.S. Army Field Artillery School in support of institutional programs of instruction will use CLASS. CLASS will also be used in artillery units of the Operating and Reserve Forces; to enhance rehearsal phases of live fire exercises and provide a means to maintain perishable gunnery skills. CLASS will be used to measure individual and unit mission standard proficiency and improve performance for subsequent live fire exercises and/or combat operations.

Indoor Simulation Marksmanship Trainer Enhanced (ISMT-E):

This initiative will provide additional ISMT capabilities that will satisfy deficiencies for the Fleet Marine Force and the Marine Corps Reserve units. The upgrade provides additional weapon simulators, software

modifications, and scenarios for night, operations other than war (OOTW), urban combat and indirect fire modifications to accommodate 60mm and 81mm mortars.

Safety Boats:

This is a recent UNS submission. The current situation of some units utilizing the inadequate F470 as a safety boat and other units having a random selection, both within and without, of suitable safety boats is unacceptable and is jeopardizing the safety of Marines during this high-risk training. The December 2000 Reconnaissance OAG determined the need for a uniform safety boat on the T/E of every reconnaissance unit; this need was also identified by EWTG and SOTG for their units as well as infantry boat companies.

Section Leader C2 Capability for the LAV-Air Defense Platoon:

The air defense platoon requires an organic capability to detect, acquire, classify, track targets on the move and receives target cueing from sensors controlled by higher echelons. The command & control capability must be able to move at the same speed and possess equivalent mobility as the supported maneuver unit. The air defense platoon requires an organic capability to detect, acquire, classify, track targets on the move and receives target cueing from sensors controlled by higher echelons. The command & control capability must be able to move at the same speed and possess equivalent mobility as the supported maneuver unit. The Section Leader command & control capability must be able to conduct extended tactical operations.

MILES 2000

The MILES 2000 provides tactical engagement simulation for direct fire force-on-force training using eye safe laser “bullets”. Each individual and vehicle in the training exercise has a detection system to sense hits and perform casualty assessment. It utilizes new technology to increase the accuracy and flexibility of the system. Laser transmitters are attached to each individual and vehicle weapon system and accurately replicate actual ranges and lethality of the specific weapon systems. MILES training has been proven to dramatically increase the combat readiness and fighting effectiveness of military forces.

CACCTUS:

The Combined Arms Command and Control Tactical Upgrade System (CACCTUS) will provide a simultaneous link between live, virtual, and constructive training and will more fully integrate the MAGTF's command and control systems.

SESAMS:

The Special Effect Small Arms Marking System (SESAMS) is a user-installed weapons modification kit that allows the individual Marine to fire, at short range, a low velocity marking ammunition while precluding the weapon from firing live ammunition. SEAMS fielding was completed in December 1998. SESAMS will be used in a force-on-force training scenarios; it reinforces proper weapons handling techniques and reinforces the value of use of cover while engaging the enemy. The low velocity ammunition is not casualty producing, and will not break skin: protective gear (face mask, throat protector, and helmets) is worn to prevent accidental injury to the head and neck.

Module Amphibious Egress Trainer/ Underwater Egress Capability:

This modular (can replicate various platforms, i.e. CH46, LAV-25, MV-22, CH-53, etc.) training device is designed to train Marines to egress a ditched aircraft or vehicle while disoriented.

FORCE STRUCTURE INITIATIVES.

A number of force structure initiatives intended to enhance the GCE's warfighting capabilities are currently underway. The most significant initiatives follow:

Additional Infantry Battalion:

Increase one infantry battalion to 2nd Marine Division to provide an infantry battalion to the 4th MEB on a rotational basis. A rotational battalion has several advantages to assigning a single battalion to the MEB. This initiative increases the training readiness of all the battalions in the division vice one battalion receiving anti-terrorism training. In addition, it allows the Division Commander more flexibility to meet other commitments and it will decrease the operational tempo of the other battalions by keeping an additional battalion in the rotation cycle.

Active-duty Gunners for 4th Marine Division:

This initiative will add an active duty (0306) Gunner to the Reserve infantry regiments, battalions, and 4th LAR. The addition of active-duty Marine Gunners to the Reserve infantry battalions and 4th LAR Battalion will have a positive impact on the warfighting capability of the reserve infantry battalions. The Marine Gunner provides a subject matter expert on weapons, training management, and range safety to the Reserve infantry regiments. Active-duty Marine Gunners will further serve to solidify the Total Force, increase the operational readiness of reserve units, and provide the 0306 community additional non-deploying billets to increase retention of Marine Gunners. Since manpower adjustments are a zero-sum gain, compensation for these billets are currently being explored before implementation can take effect.

Air-Naval Bunfire Liaison Company (ANGLICO):

CMC has approved the reactivation of Anglico in order to provide the MAGTF Commander a liaison capability, with foreign area expertise, to plan, coordinate, employ, and conduct terminal control of fires in support of Joint, Allied, and Coalition Forces.

ANNEX B — LONG-TERM GCE CAPABILITY REQUIREMENTS

The following capability requirements strive to develop and enhance the overall warfighting capabilities of the GCE in the long term (FY-10 and beyond).

MANEUVER**Armored Vehicles:**

This requirement addresses the shortfalls of the M1A1 Common Main Battle Tank (MBT) and the Light Armored Vehicle (LAV) Family of Vehicles (FOV) that will render them unsuitable on the future battlefield. It is a leap ahead technology approach (Transformation) to combat vehicle development that will replace the LAV and the M1A1, which reach the end of their service lives starting in 2015 and 2020 respectively.

FIRES**Small Arms Developments:**

A replacement for the current Service Rifle will be required.

Non-Lethal Fires.

Acquisition and fielding of a non-lethal weapon system-or Service Rifle-capable ammunition is expected during this period.

Advanced Anti-Tank Weapons System Heavy.

The AAWS-H initiative consists of two components. The first is the Improved Target Acquisition System (ITAS) missile launcher. The second is a retrofit for the TOW 2B missile inventory consisting of a Service Life Extension Program, addition of Counter Active Protection System (CAPS) and a range extension program. The ITAS is compatible with the entire USMC TOW WRMR and will be a one-to-one replacement for the current M220 TOW missile launcher. The TOW 2B retrofit will consist of a rebuild of all the TOW 2B assets in the USMC WRMR.

FORCE PROTECTION**Combat Identification.**

Will provide commanders the ability to rapidly identify combatants on the battlefield and determine between friend, foe, and non-combatant.

INTELLIGENCE

Information Systems. The future ability to rapidly disseminate large volumes of data based and real time information to the lowest levels of the GCE.

COMMAND AND CONTROL

Joint, Combined, and Coalition Interoperability. An ongoing effort to enhance current C2 systems in order to provide an integrated operability that will increase the relevance of future MAGTFs.

TRAINING AND SIMULATION**Virtual Warrior.**

A continuous series of integrated programs that provides a realistic approach to simulated training across the entire spectrum of battle from individual Marine to the various GCE staff elements.



ANNEX C — GCE ADVOCACY TIMELINE

POM YEAR (FY-, 06, 08, 10 etc.)

3rd Quarter (Apr-Jun)**- Call for Requirements issued**

- MCCDC solicits equipment requirements submissions to compete for funding in the resource allocation process.
- **Advocacy Action:** OAGs meet to ensure issue submissions include all relevant issues before prioritization occurs.

4th Quarter (Jul-Sep)**- Core Development/Publishing**

- P&R determines levels of funding (core) for programs currently executing funds, and/or which will continue to execute funds across the upcoming Future Years Defense Plan (FYDP).

- **Advocacy Action:** PP&O ensure sufficiency of cores for executing programs.
- **Commandant's Program Guidance Issued**
 - P&R publishes the Commandant's program guidance for POM development.
 - **Advocacy Action:** PP&O review guidance for follow-on POM action items.
- **Advocate Requirements List (ARL) Development**
 - Advocates, and Operating Forces prioritize items which will compete for funding in the POM. Once prioritization is complete, requirements are forwarded to CG, MCCDC and MARCORSSYSCOM for initiative development.
 - **Advocacy Action:** PP&O and Operating Force commanders participate in prioritization as necessary.

1st Quarter (Oct-Dec)

- **Unfunded Priority List (UPL) Development (next FY Budget)**
 - P&R and advocates develop a list of unfunded and underfunded programs to be eligible for congressional plus-ups during the upcoming congressional budget process.
 - **Advocacy Action:** Review previous POM or PR submissions and determine candidates for the UPL.
- **Initiative Development**
 - MARCORSSYSCOM prepares requirements on the PRL for competition in the POM process.
 - **Advocacy Action:** PP&O provide input for initiative development as necessary.
- **CINC Integrated Priority Lists (IPL) Submitted**
 - Commanders-in-Chief of unified commands submit IPLs for the upcoming POM FYDP. IPLs identify those capabilities that, in the opinion of the CINC, require priority attention during POM development.
 - **Advocacy Action:** PP&O reviews IPLs and identifies issues for ensuing POM.

2nd Quarter (Jan-Mar)

- **Program Evaluation Groups (PEGs) meet**
 - Advocates chair working groups consisting of subject matter experts. PEGs evaluate the initiatives developed by MARCORSSYSCOM and assign benefit value to each relative to the merit it brings to the Marine Corps overall.
 - **Advocacy Action:** OAGs meet **prior** to PEG deliberations to develop input for PEG prioritization. GCE Conference meets to review and approve OAG PEG input. PP&O coordinates proper SME participation and input for PEGs.

- **POM Working Group establishes tentative order-of-buy list**
 - PWG applies costs to the benefits assigned by the PEGs, within appropriations. Each appropriation list is prioritized according to benefit/cost value. PWG merges lists across appropriation, creating the draft order-of-buy list.
 - **Advocacy Action:** PP&O participate as voting member of PWG.

3rd Quarter (Apr-Jun)

- **Program Review Group (PRG) receives brief on POM**
 - **Advocacy Action:** PP&O participate as voting member of PRG.
- **Marine Requirements Oversight Council (MROC) receives brief on POM**
 - **Advocacy Action:** PP&O participate as voting member of MROC.
- **CMC receives brief on POM**
 - **Advocacy Action:** PP&O ensure CMC brief accurately portrays POM deliberations. OAGs meet to assess impacts of POM decisions. GCE Conference meets to review POM outcome and make recommendations for future POM process changes and establish priorities for Program Review.
- **POM submitted to Department of Navy (DON) and Office of Secretary of Defense (OSD)**
 - **Advocacy Action:** Assist in responding to any program marks during the review process.

4th Quarter (Jul-Sep)

- **Post-POM Directed Studies and Information Paper Topics Published**
 - **Advocacy Action:** PP&O participate in directed studies and information papers as required.

PROGRAM REVIEW YEAR (FY, 05, 07, 09 etc.)

4th Quarter (Jul-Sep)

- **Commandant's Program Guidance Issued**
 - P&R publishes the Commandant's guidance for PR development.
 - **Advocacy Action:** PP&O review guidance for follow-on PR action items.

1st Quarter (Oct-Dec)

- **Unfunded Priority List (UPL) Development (next FY Budget)**
 - P&R and advocates develop a list of unfunded and underfunded programs to be eligible for congressional plus-ups during the upcoming congressional budget process.
 - **Advocacy Action:** Review previous POM or PR submissions and determine candidates for the UPL.

- Issue and Offset Guidance Published

- P&R publishes guidance for the preparation and submission of issues and offsets for PR-05.
- **Advocacy Action:** PP&O review guidance.

- Issue and Offset Development

- Based on guidance from P&R, advocates and sponsors develop issues and corresponding offsets for PR-05.
- **Advocacy Action:** OAGs meet to develop issues and offsets for PR-03. GCE Conference meets to review OAG's submissions and make recommendations for PR development.

- CINC Integrated Priority Lists (IPL) Submitted

- Commanders-in-Chief of unified commands submit IPLs for the upcoming POM FYDP. IPLs identify those capabilities that, in the opinion of the CINC, require priority attention during POM development.
- **Advocacy Action:** PP&O reviews IPLs and identifies issues for ensuing PR.

2nd Quarter (Jan-Mar)

- Issues and Offsets submitted to P&R

- **Advocacy Action:** PP&O ensure timely and accurate submission of GCE issues and offsets.

3rd Quarter (Apr-Jun)

- PRG Brief on PR

- **Advocacy Action:** PP&O participate as voting member of PRG.

- MROC Brief on PR

- **Advocacy Action:** PP&O participate as voting member of MROC.

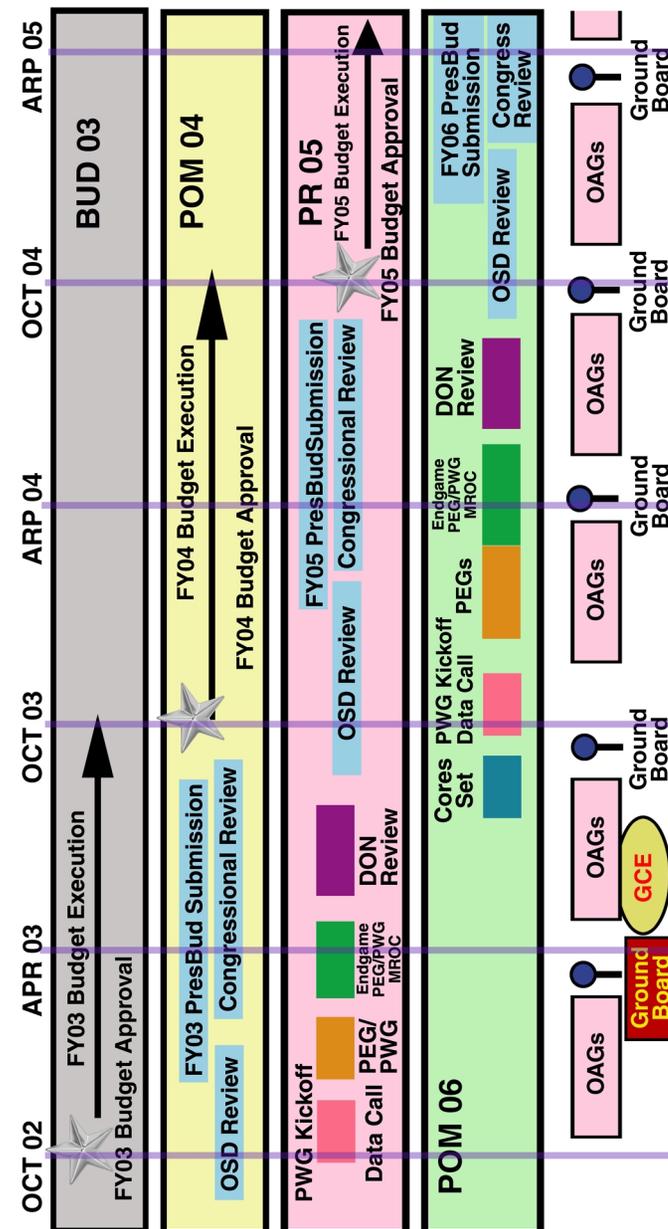
- CMC Brief on PR

- **Advocacy Action:** PP&O ensure CMC brief accurately portrays PR deliberations. OAGs meet to discuss after-action impacts of PR decisions. GCE Conference meets to review PR outcome and makes recommendations for future PR process changes.

- PR Submitted to DON and Office of Secretary of Defense OSD

- **Advocacy Action:** None.

Advocacy / PPBS Cycle



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Ground Combat Element Ground Campaign Plan

2004



HEADQUARTERS, U. S. MARINE CORPS
PLANS, POLICIES AND OPERATIONS DEPARTMENT
WASHINGTON, DC 20380



VISION

As the premier expeditionary “Total Force in Readiness,” the Marine Corps will be tailored to answer the Nation’s call, at home or abroad.

Opportunities and challenges in the world’s littoral regions will increase America’s reliance on the continuous forward presence and sustainable maritime power projection of Naval expeditionary forces. Those forces will promote national interests, influence vital regions, and fight and win the Nation’s battles.

The Marine Corps will enhance its strategic agility, operational reach, and tactical flexibility to enable joint, allied, and coalition operations and interagency coordination. These capabilities will provide the geographic combatant commanders with scalable, interoperable, combined-arms Marine Air-Ground Task Forces (MAGTFs) to shape the international environment, respond quickly to the complex spectrum of crises and conflicts, and gain access or prosecute forcible entry operations.

Fundamental to this vision, we will:

- Make America’s Marines to win the Nation’s battles and create quality citizens.
- Optimize the Corps’ operating forces, support and sustainment base, and unique capabilities.
- Sustain our enduring relationship with the U.S. Navy.
- Reinforce our strategic partnerships with our sister Services.
- Contribute to the development of joint, allied, coalition, and interagency capabilities.
- Capitalize on innovation, experimentation, and technology.

As we have since 1775, the Marine Corps will stand ready to promote peace and stability and to defeat our Nation’s foes.

As we have since 1775, the Marine Corps will stand ready to promote peace and stability and to defeat our Nation’s foes.

CORE COMPETENCIES

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

Expeditionary Culture - Marines are prepared to deploy into diverse, austere, and chaotic environments on short notice and accomplish assigned missions using our unique command, control, and logistic capabilities to operate independently of existing infrastructure. These unique capabilities allow Marine units to enable joint, allied, coalition operations, and interagency coordination.

Combined-Arms Operations - Marines fight as air-ground task forces, integrated organizations of air, ground, and logistic forces under a single commander. The MAGTF Commander fights a single battle that unites and enhances the capabilities of his force, whose whole is exponentially greater than the sum of its parts.

Task Organized - MAGTFs provide combatant commanders with forces that are tailored to meet specific mission requirements from forward presence and peacetime engagement to sustained operations ashore in a major theater war. Every MAGTF is a scalable force, possessing the ability for today’s fight and to rapidly reconfigure based on a changing situation to provide the right force for the next fight.

Reserve Integration Expertise - 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.

Forcible Entry From the Sea - Together, the Navy and Marine Corps provide the Nation with its primary capability to project and sustain power ashore in the face of armed opposition. Amphibious forces 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.

Marines are Naval in Character - In customs, traditions, and language, the Marine Corps’ heritage and future are tied closely to the Navy. We are equally at home ashore or afloat, in combat, or in other expeditionary operations.

Joint Competency - Whether first-on-the scene, part of, or leading a joint or multinational force, Marines instinctively understand the logic and synergy behind joint and multinational operations. Based on our experience operating as combined-arms, multidimensional MAGTFs, Marines seamlessly integrate into and operate as part of a joint or multinational force.

Signature Characteristics of Our Vision

The Nation’s Premier Expeditionary “Total Force in Readiness”
Capable of a Multitude of Missions Across the Spectrum of Conflict
Shall Perform Such Other Duties as the President May Direct
Scalable to Meet Combatant Commanders’ Requirements
Enable Joint, Allied, and Coalition Operations