

# GROUND COMBAT ELEMENT CAMPAIGN PLAN 2001



## 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:*

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- 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.

## GROUND COMBAT ELEMENT (GCE) CAMPAIGN PLAN 2001

- References: (a) Commandant's Guidance  
(b) CMC Policy Memorandum 1-99  
(c) GCE Conference Report dated May 10, 2000  
(d) Ground Board 1-00 Report (CMC 161100Z Jun 00)  
(e) Marine Corps Strategy 21

### SITUATION

**“Winning Battles”** is our fundamental purpose and our reason for being. This is what America expects of its Marine Corps, and it is what we will continue to deliver.

Accomplishing the Marine Corps' primary mission as an institution — *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.

This campaign plan will focus on the GCE's contribution to the greater whole — the MAGTF to which it is assigned — recognizing that all Marines belong to the same air, ground, logistics team.

**Evolving Threat.** Regional instability will likely present the greatest national security challenges during execution of this campaign plan.

Seventy percent of the world's population lives within 200 miles of the sea, and growing urbanization will continue to be a destabilizing factor in the developing world. Consequently, the operating environment most likely encountered will be in the littorals.

Further, the rise in non-state actors employing asymmetric methods, and the increasing importance of urban areas will present additional challenges to our forces. Our campaign plan must focus on our capability to conduct operations across the spectrum of conflict in the littoral regions of the world.

## Situation

**Friendly Forces.** The Marine Corps fields forces for combat, consistent with its statutory tasking to “...provide forces of combined arms including aviation...” by forming integrated, combined-arms Marine Air-Ground Task Forces (MAGTFs) composed of forces tasked-organized under a single commander capable of responding rapidly to crises across the spectrum of conflict anywhere in the world.

“The Marine Air-Ground Task Force is both our legacy and the foundation of our future success.” *Commandant's Guidance*

The MAGTF provides a combatant commander in chief or other operational commander with a versatile expeditionary force for responding to a broad range of crisis and conflict situations — its strength is truly greater than the sum of its individual parts.





**Assumptions.** The GCE Campaign Plan is based on the following assumptions remaining valid through the end of the Program Objective Memorandum FY 2002-2007 (POM-02) Future Years Defense Program (FYDP):

- The Marine Corps' core competencies as listed in Marine Corps Strategy 21 will remain unchanged.
- The GCE will be expected to perform all core competencies in complex joint and coalition operations.
- The MAGTF will remain the Nation's preeminent expeditionary crisis response force.
- Regional powers, rogue nations, and non-state actors have the means to challenge the U.S. interests.
- Weapons of mass destruction, terrorist acts, and information attacks will likely exact an inordinate price if we are not prepared to counter them.
- Resources for current and future force modernization initiatives will continue to be constrained; and, the GCE's operation and maintenance (O&M) funding will continue to be at risk as a potential "bill-payer" for other requirements.
- Naval expeditionary forces will be almost exclusively employed as part of joint or multinational forces, whether afloat or ashore.
- Resource constraints will continue to preclude attainment of our amphibious lift requirement (i.e., 3.0 Marine Expeditionary Brigade (MEB) equivalents of assault echelon lift); although, the amphibious triad (i.e., MV-22, AAV, and LCAC SLEP) will become reality.
- The Enhanced Maritime Prepositioning Force (MPF (E)) will become operational and programming objectives established by the FY01 MEB Table of Organization and Equipment baseline initiative will be attained during MPF Maintenance Cycle (MMC) 7 and MMC 8.
- Naval Surface Fire Support (NSFS) capabilities will remain extremely limited and cause increased reliance on organic ground fire delivery systems and MAGTF aviation.
- Internal efforts to achieve personnel efficiencies will be exhausted.

## MISSION

Provide the MAGTF Commander an expeditionary ground force prepared to conduct combined arms operations across the spectrum of conflict and in any operational environment.

## EXECUTION

**CMC Guidance.** Each element of the MAGTF has an Advocate at HQMC who will represent them in various internal and external processes occurring within the National Capital Region — the Deputy Commandant for Plans, Policies, and Operations is designated as the GCE Advocate.

**“My desired end state is increased communication and representation of operating force requirements and interests.”**  
*Commandant Policy Memorandum 1-99*

**Operational Concept.** This campaign plan serves to guide the application of limited resources, in the most efficient and effective manner, to maintain the GCE's operational excellence. It provides some of the “how” that will be used by the GCE in supporting attainment of the three major goals to realize the Corps' vision:

- To make America's Marines who comprise the premier expeditionary “Total Force in Readiness.”
- To optimize the Corps' operating forces, support and sustainment base, and unique capabilities to respond to the complex spectrum of crises and conflicts.
- To capitalize on innovation, experimentation, and technology to prepare Marine Forces to succeed in the 21st century.

The overarching purpose is to provide direction and a benchmark by which personnel supporting the GCE may measure their actions in the near-, mid-, and long-term. 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 in the near-, mid-, and long-term with a focus on the mid- and long-term.

- Identifies the warfighting capabilities of the GCE and establishes prioritized requirements for subsequent Program Objective Memorandum (POM) development.

POM development is the essential bridge between planning 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 directed the establishment of a Board for each respective MAGTF Element.

**Ground Board.** The Ground Board, sponsored and chaired by the Deputy Commandant for Plans, Policies, and Operations (DC, PP&O)—the GCE Advocate, provides a venue to harness the collective input of the GCE, develop consensus, and leverage unity of effort to enhance the warfighting capabilities of the GCE. 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 to the specific agenda. The Ground Board will meet as often as required. The Ground Board reviews emerging GCE issues that warrant CMC attention with emphasis in the Planning, Programming, and Budgeting System (PPBS), and engagement in other HQMC or DoN processes. A framework of organizations and processes supports the Ground Board by performing the preponderance of issue identification and development.

**GCE Conferences.** Hosted by designated Division Commanders, these quad-division conferences build consensus on major issues meriting emphasis in the PPBS, Combat Development System (CDS), or advancement to the Ground Board or other venue (e.g., Program Review Group (PRG), Marine Requirements Oversight Council (MROC), etc.). 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.

## Execution

**Operational Advisory Groups (OAGs).** Chartered by the four Division Commanders and/or the Ground Board, OAGs provide a forum for operating forces interface with Headquarters and Supporting Establishment personnel such as requirements officers, program managers, trainers, the laboratories, etc. 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, Division Combat Engineer, and Command and Control.

**Other Input Mechanisms.** These include Universal Needs Statements (UNS), Marine Corps Lessons Learned (MCLLS), community conferences, force structure change requests, etc. To the extent feasible, inputs with resource implications (e.g., UNS, force structure change requests, etc.) will be coordinated among the four Division Commanders prior to their formal submission.

**The Advocate's Role and Responsibilities.** In order to provide 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 in identifying capabilities, deficiencies, and issues, and ensure those issues are advanced through various processes within the CDS and DoN.
- Provide liaison between the GCE and the various process owners within the CDS, 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 to the Marine Corps Leadership.
- Ensure that all GCE-related UNS have been approved by the Division Commanders prior to their entry into the CDS.
- Coordinate matters of mutual interest with the other MAGTF Element Advocates.

DC, PP&O (POE) is the lead for GCE advocacy at HQMC and effects coordination on GCE advocacy matters primarily through the Division Chiefs of Staff.



**Operational Objectives.** The Marine Corps warfighting functions encompass all military activities in the battlespace — their integration helps the GCE achieve unity of effort and focus. Gaining and maintaining superiority in these functional areas is essential to the GCE's success on both the current and future battlefield.

“Campaigning reflects the operational level of war, where the results of individual tactical actions are combined to fulfill the needs of strategy.” *MCDP 1-2 Campaigning*

**Maneuver.** Maneuver, the movement of forces for the purpose of gaining an advantage over the enemy in order to accomplish an objective, normally includes the movement of forces on the battlefield in combination with fire or potential fire. A dynamic element of combat, maneuver provides a means of concentrating forces for decisive action. The GCE must be capable of maneuver at the tactical and operational levels. In conjunction with the MAGTF Commander, the GCE must be capable of planning for and influencing the execution of maneuver through the battlespace. The ability of the GCE to influence strategic maneuver ensures a timely arrival at the tactical assembly area ready to accomplish employment tasks.

#### **Objectives:**

- Ensure sufficient mobility and counter-mobility capabilities exist to support maneuver.
- Conduct ship-to-objective maneuver (i.e., MV-22, AAV, and LCAC SLEP) at a time and place of our choosing (i.e., very shallow water/surf zone/beach exit zone assault breaching capability).
- Provide non-armored formations with a man-portable capability to defeat known threat armor.
- Provide mechanized and light armored reconnaissance forces sufficient organic indirect fire capability to support maneuver.
- Enhance the direct fire capabilities of GCE armor.
- Exploit the environment and synchronize maneuver in both time and space to gain advantage over the enemy.
- Ensure strategic mobility supports 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 improved training.

## Execution

**Fires.** Fires delay, disrupt, degrade, or destroy enemy capabilities or facilities, as well as affect the enemy's will to fight. The effective employment of firepower against the enemy's air, ground, and sea targets, when used in concert with maneuver, helps shape the battlespace and support achievement of decisive action. The GCE must have the capability to employ sufficient all weather, day/night, direct/indirect, and lethal/non-lethal fire delivery systems to achieve this end.

### Objectives:

- Support maneuver with credible, capable naval surface fires and with responsive, close air support provided by both external sources and organic MAGTF aviation (e.g., other service/coalition partner aircraft, STOVL Joint Strike Fighter, etc.).
- Weight the main effort, influence maneuver, and provide counter battery fires with organic rocket artillery.
- Provide a credible, very lightweight fire support capability to the vertical assault force.
- Acquire a ground weapon locating radar with sufficient capability to maximize the counter battery capability of organic rocket artillery.
- Develop non-lethal tactics, techniques, procedures and technology.



**Command and Control.** The GCE commander must be able to exercise his authority and direction over assigned or attached forces. Command and control involves both transmission of intent and decisions to the force and receipt of feedback. The ability of a commander to extend his influence over the force during the planning and conduct of military operations is critical in mission accomplishment.

**Objectives:**

- Ensure that GCE command and control systems will be interoperable with other MAGTF, naval, joint, and, when necessary, allied systems.
- Ensure all GCE units will be capable of employing the Rapid Response Planning Process (R2P2), when appropriate, to enhance standard deliberate and time sensitive joint operations planning and execution.



## Execution

**Intelligence.** Understanding the enemy and the battlespace is key to success on the battlefield. Intelligence assists the commander in understanding the situation, alerts him to opportunities, and helps him identify centers of gravity and critical vulnerabilities to 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 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 counter-intelligence.
- Ensure surveillance, reconnaissance, and target acquisition capabilities are adequate to support operations.
- Provide the GCE portion of a target acquisition architecture that is integrated across the MAGTF.
- Provide the GCE portion of a total-force reconnaissance capability that supports operational requirements.

**Logistics.** Encompassing all activities required to equip, move, support, and sustain military forces, logistics will continue to establish limits on what is operationally possible. As GCE capabilities continue to expand, so must those of the supporting combat service support establishment. Recognizing the significant role logistics plays in any military action, GCE commanders must ensure the effective use of their limited resources. Commanders must integrate logistics in the development of plans and allocation of GCE resources.





**Objectives:**

- Ensure logistics/sustainment limitations are identified throughout planning and execution in order to maximize operational effectiveness.
- Ensure the fielding plans for new systems include disposal plans for those being replaced or a divestiture plan for those not being replaced.
- Encourage integrated Combat Service Support (CSS) training.
- Ensure the capability to operate independently.
- Actively participate in the testing and evaluation of the Integrated Logistics Capabilities Concept in conjunction with the CSS Element and its Advocate.
- Ensure CSS units can provide for their own self-security.

**Force Protection.** Force protection safeguards friendly centers of gravity and 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. Safety and health is an element of force protection. Force protection measures must be taken to protect the GCE's fighting potential so that it can be applied at the appropriate time and place.

**Objectives:**

- Acquire enhanced individual and collective protection against chemical and biological threats.
- Improve situational awareness (SA) and target intelligence (TI) through evolving combat identification (CID) capabilities.
- Incorporate Operational Risk Management (ORM) in the planning and execution of all missions, exercises, and daily evolutions, both on and off duty.
- Ensure maximum survivability of Marines during all phases of an operation on the modern battlefield through development of equipment and tactics that support protection of the force.
- Ensure that all Marines, Sailors, civilian Marines, and family members are continually aware of the threat of terrorism, whether at home station or forward deployed, and of any specific threat in their area of operation.
- Incorporate non-lethal weapons capabilities into unit force protection plans.

## Execution

- Identify appropriate skill sets to enhance AT/FP posture (e.g., selected Fleet Anti-Terrorism Security Team skill sets) and incorporate them into unit training plans.

**Manpower.** The GCE derives its strength from the individual Marine's sense of service and commitment. A "Mission first, people always" focus will ensure we have sufficient "boots in formation" to achieve all that is being asked. Further, we must safeguard and nurture those assigned and do all in our power to retain the best of them.

### Objectives:

- Staff all GCE units at or above 90% of T/O.
- Review and revise T/Os to ensure proper grade, MOSs, and numbers of personnel are established for each unit.
- Synchronize the enlisted cohesion plan with the deployment schedule.
- Eliminate chronic shortages in MOS 02, 08, 13, 25, and 35.
- Achieve a 3-year minimum combat arms officer initial-tour length, exclusive of MOS qualification.
- Achieve 100% of FTAP requirement.
- Ensure total force integration across the spectrum of GCE units.

**Training/Education.** Training is a process involving the mastery of fundamental skills and knowledge and their subsequent application in an environment that replicates the fog and friction of combat. CMC has directed that we must train the way we fight; accordingly, the application phase must be as realistic and challenging as practicable. Further, we must train to established standards and provide meaningful feedback aimed at improving individual and unit performance. Our training must provide a true learning environment in which Marines striving for excellence may learn from their mistakes. An overarching element of the process in the short term is critique of training.

### Objectives:

- Train to standard (i.e. ITS, MPS, and METL/JMETL).
- Conduct combined arms training at every opportunity.
- Minimize the impact of encroachment on ranges and training areas.
- Augment training through the use of simulation when possible.

- Develop tactics, techniques, and procedures that focus on the small unit.
- Validate an infantry T&R Manual and gain its publication.
- Focus staff training on increased speed and accuracy to enhance teamwork and proficiency in their respective functional areas.
- Encourage individual participation in professional military and personal education to promote lifelong learning.
- Prepare Marines for the uniquely physical nature of combat and likewise, to take appropriate action in any terrain or environment and at any time.

**Readiness.** Expeditionary readiness, the first of our core competencies, defines an institutional mindset that is ready to respond instantaneously to worldwide crises. Expeditionary readiness is defined by our sustained manning level, the maintenance of our equipment, and the level of our training.

**Objectives:**

- Maintain deployment readiness of C2 or better.
- Establish a rate of peacetime operations tempo that is manageable and sustainable.
- Sufficiently fund the GCE.
- Include bases/stations capabilities in deployment readiness.
- Ensure mobilization readiness is attained within the reserve division.
- Ensure family readiness.

“Word came on May 27 that another revolution was in full swing at Bluefields, on the east coast of Nicaragua. We received orders to leave at eight thirty in the morning and by eleven thirty were on our way--two hundred and fifty officers and men. Mrs. Butler had [gone] . . . to do some shopping. When she returned at noon, I was gone ...”

*Smedley D. Butler*

## Execution

**Phases of the Campaign.** This campaign is organized into three distinct timeframes. Actions throughout will involve the continual assessment of GCE warfighting capabilities and deficiencies, and the prioritization of required capabilities based upon vulnerability assessment.

**Near-term (Phase I).** This two-year period parallels that of the PPBS. 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-02/PR-03). Initial focus of effort will be on achieving gains during the first two years of the POM. Subsequent focus of effort will be on consolidating gains during the PR and preparation for the next POM cycle. Success in this phase is achieved with a clear understanding of required GCE capabilities and priorities.

**Mid-term (Phase II).** This phase spans the FYDP and actions will focus on identifying required GCE capabilities during years three through six of the POM (e.g., POM-02 includes the years FY-02 through FY-07). Success in this phase is achieved when we influence the application of research and development (R&D) funding and are prepared for the upcoming POM cycle.

**Long-term (Phase III).** This phase focuses on identifying required GCE capabilities beyond the FYDP by some five- to ten-years (e.g., for POM-02, the long-term period would focus on FY-08 through FY17). Success in this phase is achieved when we have shaped the application of science and technology funding.

**Coordinating Instructions.** All OAG, GCE, and PP&O (POE) personnel must be knowledgeable of both 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., MCWL, MARCORSSCOM, 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. Further, centralization of DC, PP&O’s advocacy responsibilities within the Expeditionary Policies Branch (POE) 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*

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



## 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 (POE) is the lead for GCE advocacy at HQMC and effects coordination on GCE advocacy matters primarily through the Division Chiefs of Staff.



**E. R. BEDARD**

**Lieutenant General, U. S. Marine Corps  
Deputy Commandant for Plans, Policies, and Operations  
Chairman, Marine Corps Ground Board**

### **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 currently funded within POM-02 (FY-02 thru FY-07):

### MANEUVER

**Advanced Amphibious Assault Vehicle (AAAV).** 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.

**Light Armored Vehicle (LAV) SLEP.** Will provide a much-needed overhaul to the current LAV series of vehicles.

**Light Strike Craft.** Provides for the follow on to the Combat Rubber Reconnaissance Craft that will carry passengers ashore from over the horizon.

**Internally Transportable Vehicle (ITV).** Replaces the current model of Fast Attack Vehicle (FAV) and Interim FAV (IFAV), as well as a number of HMMWVs. It will be internally transportable in the MV-22; the CH-53E will be able to carry two ITVs internally.

**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 optical systems. Enables the tank crew to acquire and identify targets at significantly greater ranges.

**TOW Modification.** Makes the current TOW missile less susceptible to deception and electromagnetic counter measures.

**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.

**Small Unit Riverine Craft (SURC).** A boat within the Marine Corps Family of Small Craft that will provide tactical mobility for a Marine Air-Ground Task Force (MAGTF) Ground Combat Element (GCE) in a riverine environment. The craft will carry a 13-man rifle squad and crew of two.

**Follow on to SMAW.** Provides for an increase in reliability and lethality, a reduction in weight, a reduced launch signature, and the capability to be fired from an enclosure. The follow on to SMAW will also demonstrate 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.

## FIRES

**M777 Lightweight 155mm Howitzer.** 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).** Increases the lethality, survivability and responsiveness of artillery units. 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; an increase in accuracy is the direct result.

**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.

**TPQ-46 Radar Modification.** Reduces the occurrence of false target indications and maintains a standard configuration with the U.S. Army.

**81mm Mortar Ballistic Computer.** Improves the speed, precision, and accuracy of mortar gunnery. Additionally, it will provide digital connectivity, integrating mortar fire into automated fire support planning and execution.

**M795 155mm Ammunition.** Enhances the GCE fires capability with an increase in range and lethality of the individual round.

**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.

## FORCE PROTECTION

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

**Non-Lethal Weapons(NLW) Capability.** NLW capability sets currently being developed contain the weapons systems, munitions, and equipment required to satisfy the operational requirement for an enhanced capability to apply non-lethal force. Components are explicitly designed and primarily employed to incapacitate personnel or material, while minimizing fatalities or permanent injury to intended targets and collateral damage to property and the environment.

## INTELLIGENCE

**Coastal Battlefield Recon and Analysis (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 have yet to be developed/procured.

**Family of Raid/Reconnaissance Equipment (FRRE).** Provides a funding line for re-procurement/replacement of scuba equipment, parachutes, and similar small items in the raid/reconnaissance functional area.

## COMMAND AND CONTROL

**Unit Operations Center (UOC).** An operational facility that will include Tactical Display Software (TDS), Processing and Display Hardware, Communications Suite and Interfaces, to include a series of interfaces to accommodate existing and future requirements.

**Global Command and Control System (GCCS) Increase.** The program will provide for GCCS access to the battalion level.

## TRAINING, EDUCATION, AND SIMULATION

**Combat Vehicle Appended Trainer (CVAT).** Provides the ability to maintain gunnery skill proficiency by utilizing a combat vehicle simulator. This "family" of full-crew mission simulators is appended to AAV, LAV and M1A1. The CVAT is a full-crew deployable mission simulator that provides high fidelity, deployable, precision gunnery and networked tactical training that allows combat vehicle crews to satisfy standardized, individual, collective and joint training objectives.



**Enhanced Equipment Allowance Pool (EEAP).** Provides for new track and replacement gun tubes for the M1A1 tanks supporting the CAX program.

**Closed Loop Artillery Simulation System (CLASS).** A transportable artillery simulator for supplemental training of gun crews that simulates live fire. Training simulation system exercises forward observers, fire direction center personnel and howitzer crews in a closed loop system requiring no live ammunition. Designed for both field and garrison use, it will greatly improve and maintain the proficiency of battery personnel and reduce the overhead costs associated with field training.

**40mm Non-dud Producing Ammunition.** Training ammunition for use in newly created training areas where maneuver is likely.

## FORCE STRUCTURE INITIATIVES

**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:

**Manning and Staffing Review.** A recently completed review of manning procedures and staffing precedences, begun in 1999, reveals that the migration of billets from the supporting establishment to the operating forces will be a deliberate process extending over the next 3-5 years. Absent an increase in end-strength, however, manpower adjustments remain a case of zero sum gain. Implementation of the staffing precedence order will be reflected in the February 2001 Troop List.

**Force Structure Planning Group 1999 Initiatives.** The Commandant approved the MROC recommended course of action calling for prioritization of all force structure issues, implementation of essential issues by the February 2001 Troop List, and identification of requirements for execution. Further, the General Officer Futures Group concluded that implementation of all Tier I, II, and III initiatives is feasible. It is reasonable to conclude that implementation of the various initiatives described above will result in both improved force structure and manning.

## ANNEX B - GCE CAPABILITY REQUIREMENTS FOR POM-04

The following capability requirements will be sought in an attempt to enhance the warfighting capabilities of the GCE -- they should be viewed as achievable objectives during the POM-04 FYDP (FY-04 thru FY-09):

### MANEUVER

**Ship To Objective Maneuver.** Priority of effort will continue toward acquisition of the more capable advanced amphibious assault vehicle as a replacement for the current operational systems (AAV RAM/RS) in order to provide for a more rapid and credible force build up ashore.

**Armored Reconnaissance.** Improvements and upgrades to current family of light armored vehicles' targeting capabilities during periods of reduced visibility.

**Raid and Riverine Support.** Increases in quantities of craft and platform capability will be needed as the Marine Corps continues to develop its riverine capability and replace aging craft.

### FIRES

**Enhanced Rockets.** Expected maturation of various rockets and warhead development programs will provide for a significant enhancement to HIMARS performance.

**Medium Range Fires.** An Expeditionary Fire Support System (EFSS) is needed to provide substantial increases in organic, indirect fires within the commander's direct area of responsibility.

**Enhanced Radars.** Needed to accurately locate hostile indirect-fire weapon systems at the extended-range delivery capability of the mobile rocket system.

## FORCE PROTECTION

**Explosive Ordnance Disposal.** Efforts will be made to improve the deployability and survivability of the EOD effort assigned to the GCE through modernization and inclusion of robotics.

**Physical Security Enhancements.** The inclusion of advanced security technology into the construction of operationally significant facilities in both CONUS and OCONUS.

**Non-Lethal Weapons (NLW) Capability Sets.** NLW must be compatible with, easily integrated with, and complementary to, current and planned conventional weapons. They must be capable of achieving the desired effects on targets without degrading the tactical posture of friendly forces. Continue pursuing appropriate current off the shelf (COTS) technology and aggressively utilize research and experimentation resources to identify current and future non-lethal and lethal force protection technology solutions.

## INTELLIGENCE

**Target Acquisition.** The development and acquisition of electronic measures to detect and locate surface weapons. Rapidly processing and relaying targeting information to organic fire support agencies.

**Battlefield Observation.** A family of low-cost, miniaturized, real-time video capable UAVs to be used to observe enemy forces when not in the direct line of sight. These small UAVs will aid in detecting, identifying and engaging or avoiding enemy units within range of the employing unit's direct and indirect fire weapons.

## COMMAND AND CONTROL

**Communication Enhancements.** Upgrades and Service Life Extension Programs (SLEP) are required to provide significant improvements over current operational systems.

## TRAINING AND SIMULATION

**Live Fire Ranges.** Development of enhanced targeting systems and support software to provide immediate “hit - miss” feedback.

**Simulation.** Continued improvement over currently fielded systems with an ongoing development program to provide a more realistic and cost effective training ability.



## ANNEX C - 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-08 and beyond).

### MANEUVER

**Armored Vehicles.** The LAV family of vehicles and the M1A1 will conceptually merge common systems and design forming the MAGTF Expeditionary Family of Fighting Vehicles (MEFFV). The resulting vehicle will be capable of performing the mission of both vehicles it replaces in a lighter, more survivable, and expeditionary platform.

### 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.

**Anti-Armor Weapons.** The heavy anti-armor capability of the GCE will be enhanced by the Follow on to TOW (FOTT).

### FORCE PROTECTION

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

**Equipment.** Continued research and experimentation will identify future non-lethal force protection technology solutions (e.g., directed energy weapons).

## 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 D - GCE ADVOCACY TIMELINE

POM YEAR (FY-02, 04, 06 *etc.*)

### 3rd Quarter (Apr-Jun)

#### **Call for Requirements Issued**

MCCDC solicits equipment requirements submissions to compete for prioritization in the Prioritized Requirements List (PRL) 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.

#### **PRL Development**

MCCDC, Advocates, and Operating Forces prioritize items that will compete for funding in the POM. Once prioritization is complete, requirements are forwarded to MARCORSYSCOM 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**

MARCORSYSCOM 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 MARCORSYSCOM 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:***

Support program decision memoranda reclama a process, as appropriate.

### 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-03, 05, 07 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.

***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.

***Advocacy Action:***

OAGs meet to develop issues and offsets for PR 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:***

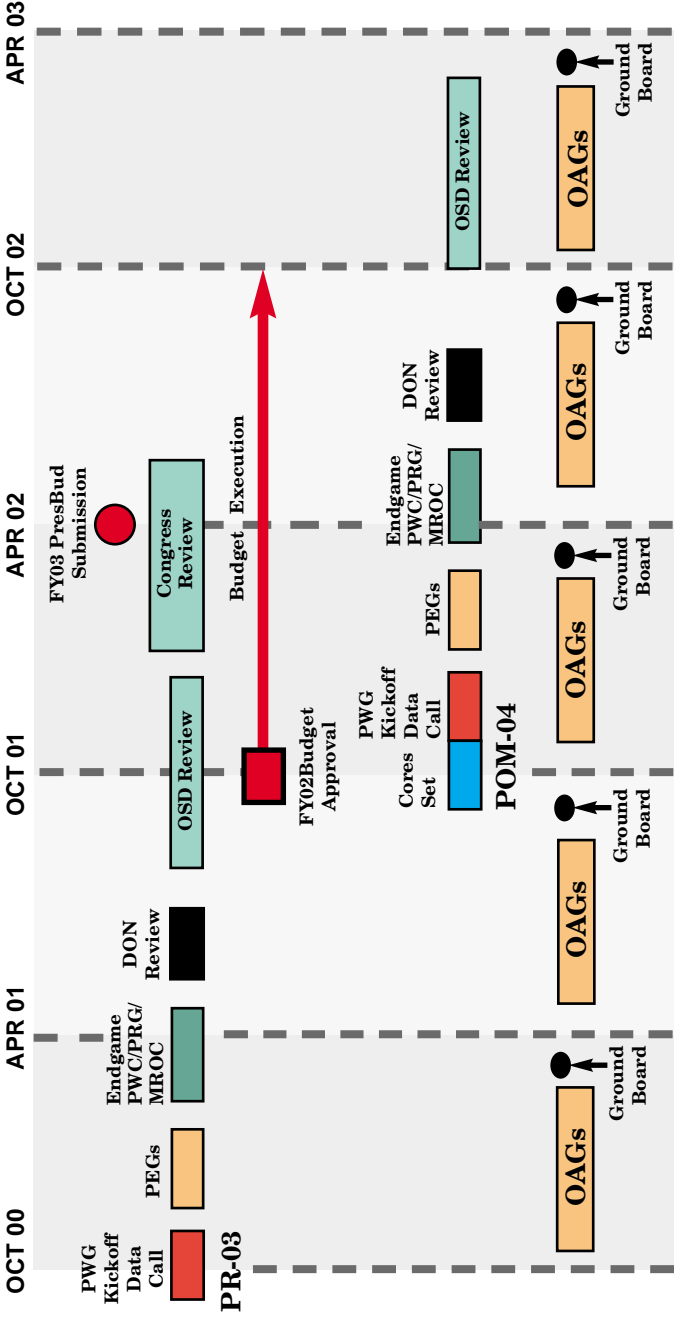
PP&O ensure CMC brief accurately portrays PR deliberations. OAGs meet to discuss after-action impacts of PR decisions. GCE Conference meets to review PR outcome and makes recommendations for future PR process changes.

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

***Advocacy Action:***

Support program decision memoranda reclama process, as appropriate.

# Advocacy/PPBS Cycle





# 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 inter-agency 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



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PLANS, POLICIES AND OPERATIONS DEPARTMENT  
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