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BEFORE THE

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CONCERNING

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Introduction

Chairman Bartlett, Ranking Member Reyes, and distinguished members of the Subcommittee, it is an honor to appear before you today. On behalf of all Marines and their families, we thank you for your extraordinary support.

As America's Expeditionary Force in Readiness, our ground modernization investments support our ability to be prepared for all manner of crises and contingencies. As a "middleweight force," Marines do not seek to supplant any Service or "own" any domain. Rather, Marine forces transit in a "lane" that passes through all domains—land, sea, air, space and cyber—operating capably and freely throughout the spectrum of threats, whether they be conventional, irregular or the uncertain hybrid areas where they overlap. Key is the ability to deploy and employ from the sea in austere environments at a time and place of our choosing — a significant asymmetric, strategic and operational advantage that has been used more than 130 times in the past two decades.

Our ground investments allow us to develop and sustain a ready, middleweight force that is easily deployable, energy efficient, and highly expeditionary. Complementary to our ground investment, we require parallel investments in amphibious ships, amphibious combat vehicles, connectors such as the landing craft air cushion (LCAC) and landing craft utility (LCU), naval surface fire support assets, mine counter measures, radars, command and control, vertical lift, and fixed-wing, short take off and vertical landing (STOVL) aircraft, and many other programs critical to maintaining tactical and operational readiness. These investments are designed to provide a full range of complementary capabilities for our Nation's Expeditionary Force in Readiness.

The Marine Corps is fully aware of the fiscal challenges facing our Nation and has critically examined and streamlined our capabilities for the future. We leverage programs, technologies, technical skills and competencies of other Services to ensure we deliver the most effective and affordable combat capability to our Marines. We work closely and collaboratively with our Army counterparts in Program Executive Officer (PEO) Soldier, PEO Combat Support & Combat Service Support, and the Natick Soldier Research Development and Engineering Center, as well as our partners at the Office of Naval Research, and other science and technology (S&T) organizations. We also seek to capitalize on our industrial base to identify and pursue innovative and ground-breaking solutions to meeting the warfighter's needs and to reduce acquisition and sustainment costs of our systems.

We also collaborate with our international and coalition partners to share information; and, when appropriate, implement the good ideas from our partners. For example, the British provided us with the protective undergarment. We are committed to using every resource available to maximize the overall combat effectiveness and survivability of our Marines while ensuring we are addressing the affordability needs of our Corps.

Operating Environment

During the past year, Marines responded to a rapid succession of unpredicted political upheavals, natural disasters, social unrest, piracy and emerging threats in various unstable areas of the world's littoral regions. Marines were first on the scene to provide humanitarian assistance and disaster relief in Japan in the wake of a monumental tsunami; the first to fly air strikes over Libya; evacuated noncombatants from Tunisia; and reinforced our embassies in Egypt, Yemen and Bahrain. While accomplishing all of that, Marines continued sustained combat and counterinsurgency operations in Afghanistan.

History has shown that crises usually come with little or no warning; stemming from the same conditions of uncertainty, complexity and chaos we observe across the world today. Regardless of the financial pressures placed on governments and markets today, crises requiring military intervention undoubtedly will continue tomorrow. In this environment, physical presence and readiness matter significantly. As a maritime nation, dependant on the sea for the free exchange of ideas and trade, America requires security both at home and abroad. Since the 1990's, America has been reducing its foreign basing and presence, bringing forces back home. This trend is not likely to change in the face of the strategic and budget realities we currently face. There remains an enduring requirement to balance presence with cost. In the past, the Nation has chosen to depend on the Navy and Marine Corps to provide a lean and economical force of an expeditionary nature, operating forward and in close proximity to potential trouble spots. Investing in naval forces that can respond to a wide range of crisis situations creates options and decision space for our Nation's leaders.

Role of the Marine Corps

New strategic guidance issued by the President and the Secretary of Defense provides the framework by which the Marine Corps will balance the demands of the future security environment with the realities of our current budget. The guidance calls for a future force that will "remain capable across the spectrum of missions, fully prepared to deter and defeat aggression and to defend the homeland and our allies in a complex security environment." As the joint force-in-readiness, the Marine Corps provides efficient and effective insurance against the unexpected with an adaptive, multi-capable force that has the reach to defend American citizens, commerce and our vital national interests.

Bridging a seam in our Nation's defense between heavy conventional and special operations forces (SOF), the United States Marine Corps is light enough to arrive rapidly at the scene of a crisis, but heavy enough to carry the day and sustain itself upon arrival. Operating in a state of persistent forward presence aboard amphibious warships, your Marine Corps remains the most economical, agile and ready force immediately available to deter aggression and respond to crises. This flexible and multi-capable force maintains high readiness levels and can mitigate risk; satisfy the standing strategic need for crisis response; and, when necessary, spearhead entry and access for the Joint Force. Given likely future operations set forth in the new guidance - ranging from defeating rogue actors to responding to natural disasters - the Nation should invest in the small premium it pays for high readiness levels within its naval

amphibious forces. Because our Nation cannot afford to hold the entire Joint Force at such high rates of readiness, it has historically ensured that Marines remain ready; and has repeatedly relied on Marines to fill gaps, buy time for decision makers, ensure access, or respond when and where needed.

As a "middleweight force," Marines do not seek to supplant any Service or "own" any domain. Rather, Marine forces operate in a "lane" that passes through all domains—land, sea, air, space and cyber—operating capably and freely throughout the spectrum of threats, whether they be conventional, hybrid, irregular or the uncertain areas where they overlap. Whereas other forces are optimized for a particular mission and domain, the Marine Corps is optimized for rapid deployment, versatile employment, and self-sustainment via Marine Air-Ground Task Forces (MAGTF), which are balanced, combined-arms formations under a single commander. All MAGTFs consist of four core elements: a Command Element, Ground Combat Element, Aviation Combat Element, and Logistics Combat Element. MAGTFs are scalable in size and capability.

Today's testimony will focus on our plan for balanced modernization, with a focus on our vehicle portfolio. We will also highlight programs in which notable changes have been made – to include our efforts with the Joint Light Tactical Vehicle (JLTV), force protection, command and control (C2), cyber, and expeditionary energy.

Reset

The Marine Corps is conducting a comprehensive review of its equipment inventory to validate reset strategies, future acquisition plans, and depot maintenance programming and modernization initiatives. In January 2012, the Commandant of the Marine Corps signed the *Marine Corps OEF Ground Equipment Reset Strategy*. This strategy, rooted in the lessons learned from our successful redeployment and retrograde from Iraq, is helping to identify the equipment we will reset and that which we will divest. It prioritizes investment and modernization decisions in accordance with the capabilities of our middleweight force construct. As well, it defines unit-level mission essential tasks and equipment requirements needed to support the range of military operations. Finally, it equips core capabilities for immediate crisis response deployment and builds strategic depth.

Modernization

In conjunction with our reset efforts, we are undertaking several initiatives to conduct only essential modernization of the Marine Corps Total Force. This will place us on a sustainable course to achieve institutional balance. We are doing so by judiciously developing and procuring the right equipment needed for success in the conflicts of tomorrow, especially in those areas that underpin our core competencies. As such, we ask for continued Congressional support to modernize equipment and maintain a high state of readiness that will place us on solid footing in a post-Afghanistan security environment. While budgetary pressures will likely constrain modernization initiatives, we will mitigate pressure by continuing to prioritize and sequence both our modernization and sustainment programs to ensure that our equipment is always ready and that we are proceeding in a fiscally responsible manner. Modernization

programs that require significant additional funding above current levels will be evaluated for continued operational requirement and capability/capacity modification.

Our ground modernization strategy is to sequentially modernize priority capabilities, reduce equipment requirements wherever possible, and judiciously sustain remaining equipment. The current baseline budget allows for equipment modernization on a reasonable timeline. Possible future reductions in the baseline budget will result in delay, modification or elimination of key modernization programs. Modernization in the following areas is critical to maintaining operational capabilities and readiness:

- Ground Combat and Tactical Vehicles;
- Aviation;
- Preparing for Future Battlefields;
- Amphibious and Pre-positioning Ships;
- Expeditionary Energy; and
- Intelligence, Surveillance and Reconnaissance.

Ground Combat and Tactical Vehicle Strategy

The programmatic priority for our ground forces is the seamless maneuver of Marines from the sea to conduct operations ashore whether for training, humanitarian assistance or combat. Our Ground Combat and Tactical Vehicle Strategy (GCTVS) is the basis for planning, programming and budgeting to provide balanced maneuver and mobility capabilities to the Marine Corps' operating forces. Our GCTVS Strategy is focused on achieving the right mix of assets, while balancing performance, payload, survivability, fuel efficiency, transportability and cost. Vehicles comprising our GCTVS include the entire inventory of wheeled and tracked vehicles, and planned future capabilities - including the Joint Light Tactical Vehicle (JLTV), Amphibious Combat Vehicle (ACV) and the Marine Personnel Carrier (MPC).

The current priorities within the GCTVS include the following:

- Develop a modern ACV;
- Develop and procure JLTV;
- Sustain High Mobility Multipurpose Wheeled Vehicles (HMMWVs) through 2030 by utilizing an Inspect and Repair Only As Necessary Depot Maintenance Program and a HMMWV Sustainment Modification[1];
- Initiate a legacy Assault Amphibious Vehicle upgrade as a bridge to ACV;
- Continue research and development in MPC through FY14 to identify the most effective portfolio mix of vehicles; and
- Limit procurement of vehicles to reduced Approved Acquisition Objective estimates as identified.

[1] HMMWV recapitalization does not meet Marine Corps requirements for those light vehicles with the most demanding missions. They cannot deliver reliability, payload, service life, mobility, the ability to fit on maritime prepositioned force shipping and growth potential. The JLTV is the most cost-effective program to meet capability gaps for those light combat vehicles with the most demanding missions.

Our top ground modernization priority is the Amphibious Combat Vehicle (ACV). Based on our 10-year investment plan, we intend to address our light combat vehicle shortfalls both before and after development of the ACV. Our JLTV strategy depends on procuring those vehicles with the most demanding mission profiles before we turn our focus to ACV. The biggest risk to sequential modernization is schedule—not program schedules but rather decision schedules. If JLTV is delayed, we lose an opportunity that we cannot readdress until after ACV procurement in the late 2020s.

Throughout 2011 and informed by cost, we conducted a comprehensive systems engineering review of amphibious vehicle operational requirements. The review evaluated the requirements for water mobility, land mobility, lethality and force protection of the future environment. The identification of essential requirements helped to drive down both the production and the sustainment costs for future amphibious vehicles.

We are conducting an Analysis of Alternatives to review six amphibious combat vehicle (ACV) options, the results of which will help to inform the direction and scope of the ACV program. The MPC program is maturing as a wheeled armored personnel carrier that is complementary to the ACV as a solution to the general support lift requirements of Marine Forces operating in the littorals.

We are firmly partnered with the U.S. Army in fielding a Joint Light Tactical Vehicle to replace a portion of our legacy light lift utility vehicles. Our long-term participation in this program remains predicated on development of a cost-effective vehicle, whose payload integrates seamlessly with our expeditionary operations and likely amphibious and strategic lift profiles. The Joint Requirements Oversight Council approved the JLTV Capability Development Document; and we at Combat Development Command in Quantico are leading the Marine Corps effort to establish a program of record at Milestone B in the third quarter of FY12. Our approach to JLTV is as an incremental acquisition, and our objective for Increment I currently stands at 5,500 vehicles.

We are focused on developing and procuring Multiple Mission Role Variants of the JLTV family of light vehicles to modernize for the most demanding missions, providing increased payload, performance and protection. The JLTV will replace thirty percent of the High Mobility Multipurpose Wheeled Vehicle (HMMWV) family. At this time, JLTV is on schedule, affordable, and performing to meet essential validated Marine Corps light combat capability gaps.

Last fall, the Marine Corps conducted an affordability review of the portfolio— which included the process of using Knowledge Points to tailor JLTV cost versus capability decisions. Our end-state is to develop a more relevant and affordable portfolio of combat and tactical vehicles. Through procurement and service-life extension, we will provide the capacity for Marine forces to respond to crises with up to a Marine Expeditionary Force-sized forcible entry operation, address irregular threats, and conduct sustained operations ashore when necessary.

Additional Modernization

To complement our future ground and amphibious vehicles, the Marine Corps is investing in other key support areas. For example, the Corps is leading the way to build a next generation medium-range radar system called the Ground/Air Task-Oriented Radar (G/ATOR). This system will replace five radars, and will be significantly more advanced in its capabilities. It will improve threat detection and be more deployable, able to be set up in a fraction of the time compared with current systems. In addition, we are investing in the Common Aviation Command and Control System (CAC2S), which will help better network our communications, radars, intelligence, and ultimately our forces. To better protect the Marine on patrol, we are also planning to replace electronic jamming equipment with the next-generation, open architecture JCREW 3.3 system. This system will ensure Marines are better able to counter future IED threats.

Command and Control: The irregular battlefields of today, and those of tomorrow, necessitate more distributed operations; more decentralized command and control; and greater dispersion among the forces. We continue to build the right capacity and capability to enable Marines to operate rapidly. Our command and control (C2) modernization efforts build upon lessons learned during combat operations in Afghanistan and Iraq. Recent operations have shown that moving data to lower levels (i.e. the digital divide) increases operational effectiveness. We are mitigating the decision to cancel the Ground Mobile Radio by building on investments already made in tactical communications modernization.

Cyber: The Defense Strategic Guidance affirms that "modern armed forces cannot conduct high-tempo, effective operations without reliable information and communications networks and assured access to cyberspace and space."[2] Marines have been conducting cyber operations for more than a decade, and we are in a multi-year effort to expand our capacity via U.S. Marine Corps Forces Cyber Command as we increase our cyber force by approximately 700 Marines through FY16. Given the fiscally constrained environment and complexity of cyberspace, our approach is strategically focused on ensuring efficiency in operations and quality of service. The Marine Corps will aggressively operate and defend its networks in order to enable critical command and control systems for Marines forward deployed around the world. As we transition to a Government Owned/Operated network environment, the Marine Corps will pursue efficiencies through automation, consolidation and standardization to ensure availability, reliability and security of cyber assets.

Expeditionary Energy: For Marines, the term "expeditionary" is a mindset that determines how we man, train and equip our force. We know that resource efficiency aids in combat effectiveness, and that our investments in reset and modernization will provide a force that operates lighter, faster and at reduced risk. Likewise, our force will be more energy efficient to support the type of operations expected of us in the future. To do this, we are changing the way we think about, and use energy.

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[2] *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense,* January 2012, pg 5.

Over the last 10 years of near continuous combat operations, our need for fuel and batteries on the battlefield has grown exponentially. Since 2001, we have increased the number of radios our infantry battalions use by 250 percent and the number of computers/information technology equipment by 300 percent. The number of vehicles has risen by 200 percent, with their associated weight increasing more than 75 percent as a result of force protection requirements. In the end, our force today is more lethal, but we have become critically dependent on fuel and batteries, which has increased the risk to our logistics trains. Moreover, a 2010 study found that one Marine is wounded for every 50 fuel and water convoys.
To reduce our risk and increase our combat effectiveness, in March 2011, the Commandant issued the "*Marine Corps Expeditionary Energy Strategy and Implementation Plan*" to change the way we think about and value energy. This is a "bases-to-battlefield" strategy, which means all Marines will be trained to understand the relationship between resource efficiency and combat effectiveness. We will consider energy performance in all our requirements and acquisitions decisions.

The Marine Corps acquisition community is committed to delivering required warfighting capabilities to our Marines in a timely and affordable manner. Additionally, we are closely examining technological maturity of potential components and solutions in order to achieve realistic program goals. The Marine Corps is mindful of the need to leverage programs, technologies, technical skills and competencies of other Services to ensure we deliver the most effective and affordable combat capability to our Marines. We strive to be efficient in our program acquisition efforts in order to achieve goals while yielding the best value for the taxpayers. In addition to the procurement of equipment and services, our Systems Command and PEO Land Systems conduct enterprise-level system engineering across product lines and product life cycles to ensure end-to-end integrated, interoperable, supportable, and certified warfighting capabilities. We are committed to using every resource available to maximize the overall combat effectiveness and survivability of our Marines within the current fiscal realities.

FY13 Budget Request

The Marine Corps is fully aware of the fiscal challenges facing our Nation and has critically examined and streamlined our force needs for the future. We continually strive to be good stewards of the public trust by maintaining the very best financial management practices. We are proud of our reputation for frugality and remain one of the best values for the defense dollar. As a force-in-readiness, the Marine Corps must judiciously preserve readiness, manning and modernization with only 8.2 percent[3] of DoD's budget—this amount includes all Marine and associated Navy accounts including amphibious ship construction and operation. Our ground forces modernization comprises only 9 percent of our total budget; and is only about $2 billion a year.[4]

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[3] This percentage is based on the FY-12 Defense budget authorization and is slightly larger than the 7.8 percent sum cited in the past. The percentage includes $3 billion in FY-12 funding for amphibious warship new construction as well as Navy funding for chaplains, medical personnel, amphibious warships (operations and maintenance) and Marine Corps aircraft.

[4] The 9 percent figure in this sentence is based on the FY-12 Defense budget authorization. The percentage includes procurement Marine Corps and RDT&E, and totals $2.3 billion.

Conclusion

Through the support of Congress, our Marines and Sailors responding to crisis and in the fight have received everything necessary to ensure success over the past decade of near constant combat operations. As we begin to transition to the challenges and opportunities of the post-OEF world and re-orient to the Pacific under our new Defense Strategic Guidance, the Marine Corps must begin to rebalance and modernize for the future. We must also keep faith with and provide the right resources for those who have served and sacrificed so selflessly in our all-volunteer force since 9/11. With the continued support of the Congress and the American people, we will ensure amphibious forces are well prepared to secure our national interests in an uncertain future. Thank you for the opportunity to be here today and I look forward to answering your questions.