

**NOT FOR PUBLICATION  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

**STATEMENT OF  
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UNITED STATES MARINE CORPS RESERVE  
COMMANDER, MARINE FORCES RESERVE  
BEFORE THE  
PERSONNEL SUBCOMMITTEE  
OF THE  
SENATE ARMED SERVICES COMMITTEE  
CONCERNING  
ACTIVE AND RESERVE MILITARY AND CIVILIAN  
PERSONNEL PROGRAMS  
ON  
MARCH 31, 2004**

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## **INTRODUCTION**

Chairman Chambliss, Senator Nelson, distinguished Members of the Committee; it is my honor to report to you on the state of readiness of your Marine Corps Reserve as a partner in the Navy-Marine Corps team. Your Marines are firmly committed to warfighting excellence, and the support of the Congress and the American people has been indispensable to our success in the Global War on Terrorism. Your sustained commitment to improving our Nation's armed forces to meet the challenges of today as well as those of the future is vital to the security of our Nation. On behalf of all Marines and their families, I thank this Committee for your continued support.

## **YOUR MARINE CORPS RESERVE TODAY**

As the last few years have demonstrated, the Marine Corps Reserve is a full partner in our Total Force. Reserve units participated in all aspects Operation IRAQI FREEDOM, providing air, ground, and combat service support as well as a large number of individual augmentees to Marine and joint staffs. Reserve units continue to fill critical roles in our nation's defense during the Global War on Terrorism -- whether deployed in Iraq, Afghanistan, the Georgian Republic, Djibouti, Kuwait, and Guantanamo Bay, Cuba or on standby at U.S. bases to quickly respond to Homeland Security crises.

The Marine Corps has completed 27,389 Reserve activations, in response to both internal and joint operational requirements. Marine Forces Reserve has maximized the use of Individual Ready Reserve volunteers, 4,570 have been activated to meet these requirements, primarily in the areas of staff augmentation, such as linguists, intelligence specialists, and for force protection requirements.

During the peak of Operation ENDURING FREEDOM and Operation IRAQI FREEDOM, the Marine Corps had 21,316 Reserve Marines on Active duty.

Marine Forces Reserve proved once again that it was ready, willing and able to accomplish its primary mission of augmenting and reinforcing the Active component by seamlessly integrating into the I Marine Expeditionary Force. As an example of the level of support Reserve Marines provided, 6th Engineer Support Battalion, the second largest battalion in the Marine Corps mobilized 1,972 of its 2,172 Marines from 11 separate sites. The unit is comprised of 10 companies spread among 12 Reserve centers across the U.S. During the war, the battalion, commanded by LtCol. Roger Machut, USMCR, distributed 8 million gallons of fuel, produced and distributed over 3.1 million gallons of water and provided material handling support for numerous convoys. In addition, the unit built the longest Hose Reel Fuel line system (80 miles), the largest tactical fuel farm and the longest Improved Ribbon Bridge in Marine Corps' history.

The Fourth Marine Division was equally engaged. Two infantry battalions, 2nd Battalion, 23rd Marines and 2nd Battalion, 25th Marines were directly engaged in ground combat, as was 4th Light Armored Reconnaissance Battalion, 4th Assault Amphibian Battalion, and other combat support and combat service support outfits. Reserve officers and staff NCOs effectively trained their units for combat and led them successfully in battle.

Marine Reserve KC-130T's proved their worth. Using the most modern night vision equipment, they participated in 3rd Marine Aircraft Wing's assault support effort, landing on highways and dirt strips to resupply Forward Arming and Refueling Points that supported the I Marine Expeditionary Force's 500-kilometer drive from Basra to Baghdad and on to Tikrit.

The seamless integration of reserve units is a credit to the Marine Corps commitment to Total Force. A strong Inspector-Instructor system, providing a top notch staff of Active duty and

Active Reserve personnel at each site, and a demanding Mobilization and Operational Readiness Deployment Test program ensure Marine Corps Reserve units achieve the highest level of pre-mobilization readiness. Marine Corps Reserve Units train to a high readiness standard, eliminating the need for post-mobilization certification. For Operation IRAQI FREEDOM the Marine Corps Reserve executed a rapid and efficient mobilization. While some of our Reserve units deployed in as little as six days from notification, on the whole our units averaged 23 days from notification to deployment. None of our units missed their deployment window. In fact, many of our units were notified, activated, and ready to deploy faster than strategic lift was available.

The ability of the Marine Reserve to rapidly mobilize and integrate into the Active component in response to the Marine Corps' operational requirements is a tribute to the dedication, professionalism and warrior spirit of every member of the Marine team – both Active and Reserve.

## **MARINES AND FAMILIES**

Our future success will rely firmly on the Marine Corps' most valuable asset – our Marines and their families.

### ***Operational Tempo Relief***

In addition to supporting Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM, Reserve Marines provided operational tempo relief to the Active component. Notably, 96 Reserve Marines volunteered to participate in the West African Training Cruise (WATC 04), creating the first Reserve Marine Corps WATC, a biannual 6th Fleet sponsored exercise in West Africa. During the months of October and November 2003, the Marines deployed to West Africa from various Reserve Training Centers (RTC) throughout the Midwest via Air Force strategic lift. There they boarded the *HSV Swift* (High Speed Vessel) and

sailed Africa's West Coast conducting training exercises with military forces from South Africa, Cameroon, Ghana, Gambia, and Senegal.

Marine Forces Reserve also provided the majority of Marine Corps' support to the nation's counter-drug effort, participating in numerous missions in support of Joint Task Force 6, Joint Interagency Task Force-East and Joint Interagency Task Force-West. Individual Marines and Marine units supported law enforcement agencies conducting missions along the U.S. Southwest border and in several domestic "hot spots" that have been designated as high intensity drug trafficking areas.

Similarly, 335 Reserve Marines volunteered to deploy to South America to participate in UNITAS 45-04. Sponsored by ComUSNavSouth, UNITAS is an annual naval and amphibious exercise that takes place throughout South America. This will be the second UNITAS sourced primarily from the Selected Marine Corps Reserve (SMCR). This year the SMCR Marines of MARFOR UNITAS will conduct a 13-week training program at Camp Lejeune, North Carolina and subsequently embark on the *USS Tortuga*. From the *Tortuga* the Marines will disembark to conduct bilateral training with our allies in the Caribbean and the Pacific. In Peru, MARFOR UNITAS 45-04 will conduct a multi-national amphibious exercise that includes forces from Argentina, Bolivia, Chile, Ecuador, Mexico, Panama, Peru and Uruguay.

### ***Education***

The Marine Corps Reserve continues to be a young force with about 70 percent of SMCR Marines under 25 years old and serving on their first enlistment. Over 40 percent of Reserve Marines are college students. Although many educational institutions support activated service members by refunding tuition and awarding partial credit for courses begun but not completed, there are no laws offering academic and financial protections for Reserve military members who are college students. We support the Employer Support of the Guard and Reserve's (ESGR)

initiatives to improve communication between Reserve component personnel and their educational institutions.

### ***Mobilization Support***

Mobilization readiness is our number one priority and the men and women in the Marine Corps Reserve have responded enthusiastically to the call to duty. Approximately 98 percent of Marines reported when mobilized. One of the keys to this success is the support given to the Marines and their family members prior to, during and after activation.

Programs such as *MCCS One Source* provide Marines and their families with around-the-clock information and referral service for subjects such as parenting, childcare, education, finances, legal issues, elder care, health, wellness, deployment, crisis support and relocation via toll-free telephone and Internet access. *MCCS One Source* familiarizes our activated Reserve Marines and their families not located near major military installations to the requirements and procedures associated with military programs such as TRICARE.

### ***TRICARE***

Marine Forces Reserve recognizes family readiness as an essential part of mobilization preparedness. Upon activation, Reserve families must make significant adjustments in lifestyle. Civilian jobs and/or educational commitments must be correctly managed: proper notifications provided to employers to ensure legal protections, continued good Marine-employer relations and an eventual smooth return. Health care issues can be challenging, with families often required to shift providers in order to use TRICARE benefits.

Since 9/11, Congress has gone to great lengths to improve TRICARE benefits available to the Guard and Reserve. Reserve members are now eligible for dental care under the Tricare Dental Plan for a minimal monthly fee. Mobilized Reserves are granted additional transitional benefits once their activation is complete. In an effort to increase awareness of the new benefits,

Reserve members are now receiving more information regarding the changes through an aggressive education and marketing plan. And finally, the newest, temporary changes include provisional benefits to Marines and their family members 90 days prior to their activation date and up to 180 after deactivation and extending TRICARE coverage to members and their families who are either unemployed or employed but not eligible for employer-provided health coverage. These benefits ensure that members have the means to become medically and dentally qualified for deployment prior to activation and remain qualified. We appreciate your continued support of these valuable health care benefits.

### ***Family Support***

At each of our Reserve Training Centers, the Key Volunteer Network Program serves as the link between the deployed command and the families, providing unit spouses with official communication, information and referrals. This creates a sense of community within the unit. Additionally, the Lifestyle Insights, Networking, Knowledge and Skills (L.I.N.K.S.) Program is a spouse-to-spouse orientation service offered to new Marine spouses to acquaint them with the military lifestyle and the Marine Corps, including the challenges brought about by deployments. Online and CD-ROM versions of L.I.N.K.S makes this valuable tool more readily accessible to working spouses of Reserve Marines not located near Marine Corps installations. The Peacetime/Wartime Support Team and the support structure within the Inspector and Instructor staff provide families of deployed Marines with assistance in developing proactive, prevention-oriented steps such as family care plans, powers of attorney, family financial planning, and enrollment in the Dependent Eligibility and Enrollment Reporting System. Our deployed commanding officers have confirmed the importance of this family readiness support while they were away and as part of their homecoming.

## ***Marine For Life***

Our commitment to take care of our own includes a Marine's transition from honorable military service back to civilian life. The Marine For Life Program's mission is to provide sponsorship for our more than 27,000 Marines who honorably leave Active service each year. The program was created to nurture and sustain the positive, mutually beneficial relationships inherent in our ethos, "Once a Marine, Always a Marine." In cities across the United States, Marines help Marines and their families transition from Active duty to their establishment within a new community. Sponsorship includes assistance with employment, education, housing, childcare, veterans' benefits, and other support services needed to make a smooth transition.

Reserve Marines have a unique opportunity to help their fellow transitioning Marines and also use this program. To provide this support, Marine For Life taps into the network of former Marines and Marine-friendly businesses, organizations, and individuals that are willing to lend a hand to a Marine who has served honorably.

The Marine For Life Program was initiated in Fiscal Year (FY) 2002 and will reach full operational capability this FY. In addition to 110 Reserve Marines serving as "Hometown Links," an enhanced web-based electronic network, easily accessed by Marines worldwide, will help support the program. The Marine For Life Program is a nationwide network available to all Marines honorably leaving Active service. It serves to improve their transition to civilian life and ensure that no Marine who honorably wore the Eagle, Globe, and Anchor is lost to the Marine Corps Family.

The Marine Corps Reserve also provides a significant community presence in and around our 187 sites nationwide. An important contribution Marine Forces Reserve provides is support for military funerals for our veterans. The active duty staff members and Reserve Marines at our sites performed 6,117 funerals in 2003 and we anticipate supporting as many or more this year.



The authorization and funding to bring Reserve Marines on active duty to perform funeral honors has particularly assisted us at sites like Bridgeton, Missouri and Devens, Massachusetts where we perform several funerals each week. We appreciate Congress exempting these Marines from counting against active duty end strength.

## **CURRENT READINESS**

As of March 1, 2004, the Marine Corps Reserve was over 98,000 strong. While 59 percent of this population (58,571) is in the Individual Ready Reserve, the remaining 41 percent (40,235) are assigned to units, either as drilling members or Active Reserve Marines, or are in the training pipeline for units.

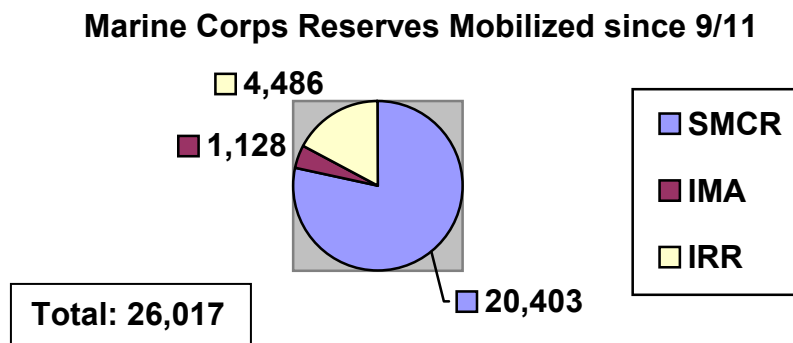
The Marine Corps Reserve is a pre-trained, balanced and sustainable force capable of rapid deployment to a combat environment. It is important to note that less than one percent of our SMCR unit strength represents a reserve-unique capability. The current Marine Forces Reserve structure also reflects a large enterprise ratio: 98 percent are deployable war-fighters (A minimal number of active duty and Reserve personnel are in administrative/support roles.)

As of 18 March, 5,125 Reserve Marines were on duty in support of contingency operations worldwide; 3,924 from Selected Marine Corps Reserve units and 1,201 Individual Augmentees. Reserve Marines are fully integrated with and serving alongside their Active duty counterparts in every hotspot in the Global War on Terrorism.

As of January 2004, we began activating Marines that will support Operation IRAQI FREEDOM II (OIF II). To meet worldwide commitments, the Department of Defense has established a predictable and sustainable, capabilities-based tour length and rotation schedule for OIF II. Reserve Marines are receiving one-year activation orders and will deploy in theater for up to seven months. This contributes to making Marine Forces Reserve a more sustainable force. Marine Forces Reserve currently has 3,308 Marines mobilized for OIF II, 1st rotation.

We are anticipating activating approximately 3,500 Marines in the summer for OIF II, 2nd rotation.

Judicious use and coordinated planning has enabled us to activate only 1,153 Reserve Marines more than once, 406 of those are currently activated. Since 9/11, 20,403 (62 percent) of SMCR Marines, 1,128 (64 percent) of Individual Mobilization Augmentees, and 4,486 (8 percent) of Individual Ready Reserve Marines have been activated. The latter is worth particular note as our IRR provides us versatility – an added dimension to our capability.



Marine Forces Reserve has identified several specialties as critical. To mitigate this challenge, volunteers from the IRR and from other Military Occupational Specialties, such as artillery, have been cross-trained to reinforce these critical specialties.

Additionally building on the important lessons learned of the last year, the Marine Corps is pursuing several initiatives to enhance the Reserves' capabilities as a ready and able partner of the Total Force Marine Corps. These pending initiatives include: increasing the number of Reserve military police units; establishing and reinforcing an Intelligence Support Battalion that will enhance command and control and increase reserve component intelligence assets, to include placing Reserve Marine Intelligence Detachments at the Joint Reserve Intelligence Centers; returning some of our civil affairs structure to the Active component to provide

enhanced planning capabilities for operational and Service headquarters; and refocusing our Individual Augmentee management program to meet growing joint and internal requirements.

The Active duty Special Work (ADSW) Program funds short tours of active duty for Marine Corps Reserve personnel. This program continues to provide critical skills and operational tempo relief for existing and emerging augmentation requirements. The use of ADSW enables us to use Marines who volunteer for short periods of active duty, rather than involuntarily activating Reserve Marines.

The requirement for ADSW has increased to support pre-mobilization activities during FY's 03 and 04 and will be further challenged during post-mobilizations. In FY03, the Marine Corps executed 942 work-years of ADSW at a cost of \$51.5M. Continued support and funding for this critical program will enhance flexibility thereby ensuring our Total Force requirements are met.

### ***Recruiting and Retention***

The Marine Corps Reserve has achieved historically high retention rates in FY03 and, the retention rate for the Marine Corps Reserve remains favorable with a 7 to 10 percent increase over retention rates in the near-term past. Marine Forces Reserve will not be complacent about these positive trends. Every Marine Corps leader knows the role of leadership, training and family readiness programs in the recruiting and retention of our Marines.

With the accession of 6,174 non-prior service Marines and 2,663 prior service Marines, the Marine Corps Reserve met and exceeded, respectively, current recruiting goals. Current Military Occupational Specialty (MOS) match rates are exceeding the goal of 75 percent with an enlisted MOS match rate of 87.4 percent and officer match rate of 75.8 percent.

As of 29 February 2004, our end-strength was 40,235, which is 635 above our authorized end-strength but within the allowable 2 percent variation. Officer recruiting and retention

remains our most challenging concern. This is due to the low attrition rate for company grade officers from the active force. The Marine Corps recruits Reserve officers almost exclusively from the ranks of those who have first served an active duty tour as a Marine officer. We are exploring methods to increase the participation of company grade officers in the SMCR through increased recruiting, increased command emphasis on Reserve opportunities and participation, and Reserve officer accession programs for qualified enlisted Marines.

The Marine Corps supports the legislative proposal to allow bonuses for officers in the SMCR who fill a critical skill or shortage. We currently have a shortage of Reserve company grade officers and this bonus could complement other efforts we are making to increase their participation.

#### ***National Guard and Reserve Equipment Appropriations (NGREA)***

The \$44M provided by FY04 NGREA will provide the Reserve Force with the systems needed to improve mission capability and readiness now and into the future. Important communications systems such as the SMART-T, EPLARS and Iridium Satellite phones will greatly enhance our ability to integrate with the Active Component. This year's funding also allows us to purchase and install the AH-1W Electronic Warfare Suite (AFC-230) for almost half of our attack helicopters. This is a defensive system required for all Marine Corps aircraft operating in OIF II.

#### ***Equipment***

I am most pleased to report that every Reserve Marine deployed during Operation IRAQI FREEDOM and Operation ENDURING FREEDOM and those currently deployed into harm's way are fully equipped with the most current Individual Clothing/Combat Equipment (ICCE) and Individual Protective Equipment (IPE).

Congressional funding has enabled us to begin issue of the new Marine Corps combat utility uniform.

Operationally, since I last testified, over 40,000 pieces of Reserve combat equipment including individual and crew served weapons, night vision devices, radios, computers as well as principle end items have been deployed, engaged in theatre, redeployed through the maintenance cycle and returned to Reserve Training Centers. This equipment is now reconstituted and ready for future deployment.

Maintaining current readiness levels will require continued support as our equipment continues to age at a pace exceeding replacement. Within Reserve aviation, the average age of our youngest platform is the UC-35 at 6 years, followed by the AH-1W Cobra at 11 years, the CH-53E at 16 years, the KC-130T at 18 years, the F/A-18A at 20 years, and the F-5 at 31 years. Our oldest platforms -- platforms that have exceeded programmed service life -- include the UH-1N at 33 years (20-year service life) and the CH-46E at 37 years (20-year service life with “safety, reliability, and maintainability” extension to 30 years). Maintaining these aging legacy platforms requires increased financial and manpower investment with each passing year due to obsolescent parts and higher rates of equipment failure. Aircraft maintenance requirements are increasing at an approximate rate of 8 percent per year. For example, for every hour the CH-46E is airborne it requires 37 maintenance man-hours.

The increasing age of our equipment is also a challenge within the Reserve ground component. I am pleased to report that we are meeting these challenges in several areas. Of our 3,448, aging High Mobility Multipurpose Wheeled Vehicle, Basic and A1 (HMMWV A1) variants, Marine Forces Reserve replaced 1162 with the HMMWV A2 variant. Of our 1,233 5-Ton truck fleet, 604 have been replaced with the Medium Tactical Vehicle Replacement (MTVR).

We are receiving about 300 new HMMWV A2 each year and based on that replacement rate, the projected full replacement will be completed in FY09. We are scheduled to receive an additional 301 MTRVs between now and November 2004 with our entire 5-Ton truck fleet replaced in FY05.

Efforts to improve our communications capabilities have focused on increased fielding of several tactical single-channel radio programs including the PRC-117 satellite radios, PRC-150 HF radios and PRC-148 squad radios. Previous NGREA funding has allowed Marine Forces Reserve to field a myriad of alternative power source devices to all Reserve communication units, providing a range of alternative power options that is comparable and in some cases exceeds that of Active Component units.

As I mentioned earlier, mobilization readiness is my number one priority. In order to continue seamless integration into the Active Component, my ground component priorities are the sustained improvement of ICCE/IPE and overall equipment readiness. With your continued support, Marine Forces Reserve will deploy Marines with the best available individual equipment and principal end items needed to accomplish their mission and return home safely.

We are thankful for and remain confident in the readiness of the Marine Corps Reserve, and we seek your continued support in the FY05 President's Budget. Your continued support is critical in our ability to maintain readiness and mission capability to support operations in support of the Global War on Terrorism.

## **INFRASTRUCTURE**

Marine Forces Reserve is and will continue to be a community-based force. This is a fundamental strength of Marine Forces Reserve. Our long-range strategy is to maintain that fundamental strength by maintaining our connection with communities in the most cost effective

way. We do not want to be located exclusively in just several large metropolitan areas or consolidated into a few isolated enclaves.

We seek every opportunity to divest Marine Corps-owned infrastructure and to locate our units in Joint Reserve Centers (JRC). Marine Forces Reserve units are located at 187 sites in 48 states, the District of Columbia, and Puerto Rico; 33 sites are owned or leased by the Marine Corps Reserve, 154 are either tenant or joint sites. Fifty-three percent of the Reserve centers we occupy are more than 30 years old, and of these, 37 are over 50 years old.

Investment in infrastructure has been a bill-payer for pressing requirements and near-term readiness for most of the last decade. The transition to Facilities Sustainment, Restoration and Modernization (FSRM) funding has enabled us to more accurately capture our requirements and budget accordingly. As with the Active Component, we do not expect to be able to bring our facilities to acceptable levels of readiness before FY13. In FY03 we funded seven Whole Center Repairs in a step forward to meeting the FY13 goal. This will reduce the facilities currently rated below acceptable levels to 58 per cent. We still face a backlog in restoration and modernization across the Future Years Defense Program (FYDP) of over \$30M. Adequately maintaining facilities is critical to providing training centers that support the readiness of our Marines and Sailors and sends a strong message to them about the importance of their Service. Replacing inadequate facilities is also part of our overall infrastructure program. The yearly Presidential Budget average for new military construction of \$8.67 million dollars for the previous six Fiscal Years has allowed us to address our most pressing requirements.

Past vulnerability assessments identified \$33.6M in projects to resolve anti-terrorism/force protection (ATFP) deficiencies at the 41 sites that we own or at which we have responsibility for site maintenance. We have expended \$8.3M the last two years to reduce these vulnerabilities. The age of our infrastructure means that much of it was built well before ATFP

was a major consideration in design and construction. These facilities will require ATPF resolution through structural improvements, relocation, replacement or the acquisition of additional stand-off distance. All these expensive solutions will be prioritized and achieved over the long-term to provide the necessary level of force protection for all our sites. We continue to improve the ATPF posture at our RTC's and are acting proactively to resolve the issues and deficiencies.

***Base Realignment and Closure (BRAC)***

We see BRAC 2005 as an opportunity for efficient joint ventures and increasing training center utilization while still maintaining our community presence. We plan to reduce our restoration, modernization backlog and ATPF vulnerability through joint basing in BRAC 2005. We are consulting with the other Reserve Components and collecting data for the Joint Cross Service Groups and the SECNAV Infrastructure Analysis Team to analyze and develop the best possible Reserve basing solutions while also striving to ensure that the Marine Corps Reserve is not the victim of an unintended consequence of a larger closure. For example, an unintended consequence of closure of Naval Station Roosevelt Roads is the closure of our collocated RTC. We are working with the Army Reserve and National Guard to mitigate the situation by reducing the Military Construction requirement through a joint solution to our basing requirements in Puerto Rico.

Our FY05 President's Budget submission for Military Construction Naval Reserve (MCNR) is \$12.5M, 32 percent greater than the FY04 enacted level. The FY05 request addresses our most pressing requirement – a new RTC and Vehicle Maintenance Facility (VMF) in Jacksonville, FL and a VMF in Norfolk, VA. We support maximized use of joint – where we partner with one of the other Services -- construction projects to the greatest extent practicable for efficiency and economy. Joint construction often provides the most cost effective solution



for each of the Services and to the taxpayer. In addition to the MCNR program, we are evaluating the feasibility of other innovative solutions to meeting our infrastructure needs, such as real property exchange and public-private ventures. The overall condition of Marine Corps Reserve facilities continues to demand a sustained, combined effort of innovative facilities management, proactive exploration of and participation in Joint Facility projects, and a well-focused use of the construction program.

## **MODERNIZATION AND TRANSFORMATION**

The following modernization priorities represent low investment/high pay-off capabilities, closely linked to Marine Corps operational concepts and doctrine, relevant to the combatant commanders, and essential to the survival of our Marines in combat.

### ***Command, Control, Communications, and Computers (C4)***

With your help, we have made great strides in C4 equipment readiness during the past year. Marine Forces Reserve's C4 readiness increased noticeably, due to the FY03 NGREA. As I speak to you today, a detachment of our 4th Air Naval Gunfire Liaison Company (ANGLICO) is in Iraq, outfitted with high frequency and satellite radio equipment almost completely procured with the FY03 NGREA funds. This marks the first time in the past year and a half an ANGLICO unit performed its mission without provisioning radio equipment from its gaining force commander.

There are a few areas that I would like to bring to your attention in which you may again assist us. Because of the increased reliance on Marine Forces Reserve's military police and civil affairs capabilities, we have validated additional requirements for 200 handheld radios. Critical new requirements have emerged for our civil affairs groups' coordination and command-and-control capabilities such as the additional validated need for 100 AN/PRC-148 handheld radios

and 50 single channel/satellite AN/PRC-117 radios to meet the unexpected growth in civil affairs capabilities.

### ***Digital Data Servers***

Progress has been made in fielding new equipment to bridge the gap between Active Component units and their Reserve counterparts. However, there are areas of improvement in which you can help speed the closure of the gap.

Prior to completion of Marine Forces Reserve fielding, 24 MFR DDS suites were reallocated to support training requirements for Operation IRAQI FREEDOM. The shortage of DDS suites limits the ability of Marine Forces Reserve units to transfer data.

### **Data Relay: The CONDOR Initiative**

Today, battalion-level units in the Total Force are unable to receive robust data communications beyond line-of-sight. Regimental-level units rely on satellite and multi-channel radios to maintain reliable SIPRNet communications to senior and parallel headquarters across the battlefield. The data link down to battalion-level units is the Enhanced Position and Location Reporting System (EPLRS), but it has a range limited by line-of-sight. The range limitation does not allow the SIPRNet to be extended from the Regimental level to distant or fast moving battalion-level and below units. The Marine Corps CoNDOR initiative is an attempt to extend data networks beyond line-of-site. CoNDOR, which stands for C2 on-the-move Network Digital Over-the-Horizon Relay, uses satellite and ground radio relays mounted on HMMWVs in three variants. It also allows units to use non-EPLRS radios to connect to tactical data networks. Though in the early stages of development, the Marine Corps Reserve's tactical C4 effectiveness as well as that of the Active component could be significantly enhanced with fielding of the CoNDOR initiative.

### ***Navy-Marine Corps Intranet (NMCI)***

Another area that would benefit from your assistance is the fielding of deployable and non-deployable computers. With the delay of Marine Forces Reserve's transition to the NMCI, many Marine Reserve units have not received up-to-date hardware to replace their aging computers. At least 12 percent of our computers are incapable of running the Marine Corps-approved operating systems, creating compatibility and reliability issues. Marine Forces Reserve is advance-fielding NMCI deployable computers to units deploying for operations to mitigate this problem. While this is a quick fix, it does not solve the primary issue of aging computers in the Force. Presently, Marine Forces Reserve is only funded for approximately 8,000 NMCI computers. Unfortunately this leaves 6,000 required NMCI computers, in the form of user seats, un-funded. Without the funding to replace our aging computers, Marine Forces Reserve will have to contend with critical long-term computer compatibility and reliability issues.

### ***AN/PRC-150***

The FY04 NGREA significantly mitigated our high frequency radio readiness issues with the purchase of man-packed AN/PRC-150 radios to replace the obsolescent AN/PRC -104s. However, the acquisition objective for AN/PRC-150 radios will grow as more of the 20-year-old AN/PRC -104s become unserviceable. Our un-funded requirement is 130 AN/PRC-150s. Continued support for the funding of the AN/PRC-150's will keep potential high frequency radio readiness issues at bay.

As the transformation of our Force continues, there will be a greater need for newer tactical C4 equipment to fill voids in satellite communications and data communications areas. Requirements for the Lightweight Multi-band Satellite Terminal (LMST) will increase to provide the same wideband satellite communications capability resident in the Active component's major communications units. Tactical data network requirements will continue to

grow and so will the need for a continued refreshing of computer technology in the Force. During the next year, requirements for additional LMSTs and tactical data network equipment will be identified for funding.

In the past few minutes, I pointed out several challenges in C4 readiness for Marine Forces Reserve. However, I want to emphasize that while challenges remain, your support in providing a path for us to replace and sustain our C4 equipment has placed your Marine Reserve in a much better C4 posture than a year ago.

## **TRANSFORMATION**

### ***Continuum of Service***

Driven by the unique requirements of Operation ENDURING FREEDOM and Operation IRAQI FREEDOM, the Secretary of Defense has challenged the Department to transition from a “Cold War approach” in many areas of national security policy and action. This mandate applies with particular force to those charged with employing the incredibly rich resource that the 1.2M men and women of the Guard and Reserve constitute.

We must replace the blunt manpower instruments in use today with a kit of flexible, precise tools that allow members of the Reserve to move back and forth along a “continuum of service” that reflects both the needs of those who serve, and the requirements of those who would employ them. Continuum of service describes the full spectrum of reserve Marine availability, ranging from Marines in the IRR who do not routinely train as members of a Reserve unit and who may never be re-called to active duty, to individuals who perform short-term active service during the course of a year, to the Reserve Marine who volunteers for active duty for many months or a year. The continuum spans the range of potential employment -- from 0 to 365 days in any given year -- and encompasses all categories of Reserve duty from

drills and annual training, to active duty in support of specific requirements and contingencies, to full mobilization.

Conceiving of Reserve service as a continuum matches the individual Marine's capacity for service with operational requirements. It recognizes that an individual's "capacity for service" will probably change throughout that service member's career; and it recognizes there is value to the Nation at every point along the continuum. Finally, such an approach recognizes that gaining combatant commanders have a vast array of differing requirements amenable to a Reserve Component solution.

The distinction between "emergency manpower" and "contingency manpower" is another aspect of the continuum of service, and is useful in understanding both resources and requirements. The requirement for "emergency manpower" is characterized by the once-in-a-generation requirement to build up the force for a major combat contingency like Desert Storm or Operation IRAQI FREEDOM. The "emergency" portion of the force comprises the vast majority of the 1.2M men and women in the Guard and Reserve. The "contingency" manpower force, a smaller but still important segment, is a resource that can be applied against ongoing requirements, ranging from individuals who augment service on joint staffs for days or weeks, to scheduled unit rotations such as to the Sinai, Kosovo, or UNITAS.

The idea that Reserve and Guard service can be a continuum and not a succession of polar opposites will require fundamental changes of both substance and perception. As we know, the increased use of the Guard and Reserve has been a reality for years. However, the administrative, personnel and manpower systems supporting the Guard and Reserve have not kept pace with the increase in, and changing nature of, Reserve service. There are no insurmountable obstacles to the development and implementation of flexible tools to maximize

use of this nation's citizen-warriors. Taking transformational steps will provide the nation with a key element of the affordable national defense taxpayers seek.

## **CONCLUSION**

Your consistent and steadfast support of our Marines and their families has directly contributed to our success. The Marine Corps appreciates your continued support and collaboration in making the Marine Corps and its Reserve the Department of Defense model for Total Force integration and expeditionary capability.