

DEPARTMENT OF THE NAVY  
1995 POSTURE STATEMENT

THE  
NAVY-MARINE CORPS  
TEAM

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# Department of the Navy 1995 Posture Statement

## *THE NAVY-MARINE CORPS TEAM*

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### OUR VISION

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#### OVERVIEW

The Department of the Navy has enacted a broad range of forward-looking programs, policies and organizational changes designed to keep the Navy and Marine Corps in step with rapidly changing national security challenges. Our ability to successfully conduct a wide range of demanding, real-world operations over the last year has validated our approach, and the foundation on which it was based.

Our plan this year is to follow through on the changes we have begun, making modest course corrections where practical and necessary. Our goal is to maintain a balance in our programs that will best provide for both the current and future readiness of America's Naval forces. The broad outlines of our program are well established: we are committed to a rightsized, recapitalized and ready force. These three themes— **rightsizing, recapitalization and readiness**— underpin this report. At the same time, we also remain focused on key continuing priorities, including our people, our technology, and our efficiency.

#### HIGHLIGHTS

We would like to highlight a few important points that you will find discussed in further detail in this Posture Statement.

The touchstone of all our plans for the Navy and Marine Corps is based on two defining Naval tasks: Forward Presence and Power Projection. Both tasks were formally endorsed in *A National Security Strategy of Engagement and Enlargement*, signed by the President in July 1994. In fulfilling these tasks naval forces provide unique, critical and enduring contributions to the Nation.

In 1994, we paid close attention to the balance between the size of our force structure and our readiness to meet national security commitments—what we have called **rightsizing**. We are continuously assessing the interlocking components of our Navy-Marine Corps Team, making appropriate adjustments to the force mix to maintain our flexible, combat-credible naval expeditionary forces in the highest possible state of readiness. Our continuing "rightsizing" strategy includes: aggressively reducing our overhead; restructuring our shore support infrastructure through the Base Realignment and Closure (BRAC) process; completing our schedule of decommissioning classes of ships, aircraft, and equipment; and stabilizing our personnel end strength after a long period of reduction and turbulence.

If we are to realize the benefits of a modern force in the next century, we must continue to streamline and modernize— to **recapitalize** our future force. Part of our strategy for enduring future Navy-Marine Corps readiness lies in our modernization program. Our ability to fulfill national defense roles in 2025 depends on the weapon systems we are designing for future introduction to the Fleet and Force. Examples include the construction of our first Flight IIA ARLEIGH BURKE-class guided missile destroyer; our advanced Strike-Fighter F/A-18E/F, which passed the Critical Design Review stage in June and is on track for the first flight in 1995; our Marine Corps medium-lift aircraft which came a step closer to reality when the Defense Acquisition Board recommended the V-22 Osprey for Low Rate

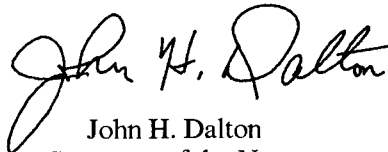
Initial Production in FY 97; commencement of CVN 76, our tenth nuclear-propelled aircraft carrier; the Navy's Cooperative Engagement Capability, a program that the Secretary of Defense directed to be accelerated due to its critical role in joint battlespace situational awareness; the Maritime Prepositioning Force, for which Congress has appropriated funds for an additional ship; the SEAWOLF-class submarine program, which will assure continued battlespace dominance well into the next century; and the New Attack Submarine, which will more affordably maintain that dominance.

We are taking further steps toward closer Navy-Marine Corps integration. In our joint Navy-Marine Corps Team, officers of each Service work side-by-side on the staffs of the Chief of Naval Operations, the Commandant of the Marine Corps, and the Secretariat. We are convinced that the Department of the Navy serves as the role model for the successful integration of joint planning, programming and budgeting, acquisition, training, operational deployment, and warfighting.

People are key to readiness. We are committed to maintaining personnel operating tempo at acceptable levels, and providing the best possible working environment for our people. Sailors and Marines will be properly motivated, trained, compensated, and rewarded for their superb efforts. We have instituted a number of initiatives to enhance the quality of life for our Servicemembers and their families. These programs were enhanced through the support of the President and the Secretary of Defense, who successfully advocated that additional funds be authorized to improve quality of life. We will ensure that our minority accessions will, no later than the year 2000, reflect the society the Navy and Marine Corps serve. Towards this end we are seeking to reach more of the available pool of recruits through greater recruitment efforts in minority communities. Our overall goal is to reach out and recruit the best possible candidates. Finally, we continue to expand opportunities for women throughout the Department. Our goal is to have the best qualified Sailors and Marines, regardless of race or gender, serving our Navy-Marine Corps Team and our country.

#### CONCLUSION

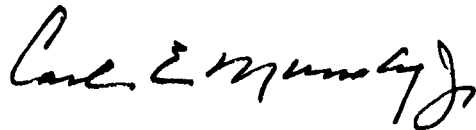
We invite you to read on. As you will see, your Navy and Marine Corps is an exceptionally well-trained, well-equipped, and well-led force— two Services but one Team. The proof has been their performance during myriad fast-paced and complex operations around the globe. We are determined to provide the Nation with premier, combat-ready naval forces, able to execute their roles of forward presence and power projection. The Navy-Marine Corps Team is effective, relevant, and second to none. Our Nation deserves no less.



John H. Dalton  
Secretary of the Navy



Admiral J. M. Boorda, USN  
Chief of Naval Operations



General Carl E. Mundy, Jr., USMC  
Commandant of the Marine Corps

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## I. OUR STRATEGIC CONCEPT: *FORWARD... FROM THE SEA*

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### **ENDURING RELEVANCE**

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The Navy-Marine Corps Team provides our Nation potent, combat credible naval expeditionary forces ready to fight and prevail at key forward-deployed regions around the world: in the Pacific, Atlantic, Arctic, and Indian Oceans, Mediterranean, Adriatic, Caribbean and Red Seas, and Arabian Gulf. By operating forward in these key littoral regions, our naval forces— both Active and Reserve— are visible reminders to friends and potential foes of U.S. strength, resolve, and commitment. Our forces can be moved rapidly, as needed, between theaters to firmly demonstrate intent, to act as the Nation's initial combat response and as the enabling force for the follow-on Army and Air Force in joint and multinational operations. Combining the power and operational maneuver of Carrier Battle Groups, Amphibious Ready Groups, Marine expeditionary forces, surface combatants, submarines and Maritime Patrol Aircraft, our naval forces are readily positioned to respond swiftly to national tasking. Shaped for combat, when called on to fight, our forces are ready to win.

With the publication of *...From the Sea* in September 1992, the Navy and Marine Corps embarked on

a fundamental shift in operational focus and a landmark reordering of war fighting priorities. This fundamental shift is well underway and is a direct result of the changes which were occurring in the strategic landscape. We have refocused from dealing primarily with a global maritime power on the high seas to projecting strength and influence along the littorals in response to regional challenges.

Littoral warfare has an inherently greater emphasis on fighting over land than over open ocean. The area of control necessary to support joint littoral operations will be dictated by the actual tactical situation, but notionally extends from the shore to open ocean, and inland from the shore over that extensive area that can be supported and controlled directly from the sea. In our vision of the future, we seek to achieve full tactical integration with the other Services in order to enhance successful warfare in the world's littoral region.

In the years since we announced this warfighting vision, we have been provided Presidential guidance about our role in national defense. *A National Security Strategy of Engagement and Enlargement* provided that guidance. The Strategy reaffirms that America's military forces will remain engaged overseas, able to rapidly project decisive combat power

in protection of vital U.S. interests, property, and citizens. It emphasizes the security threat of Weapons of Mass Destruction (WMD)— nuclear, biological, and chemical— and the missiles that deliver them. And it validates the Department of the Navy's timely shift in strategic focus and mandates a robust forward naval presence.

America's armed forces fight and win the Nation's wars; ...*From the Sea* articulates how naval forces contribute. Experience underscores, however, the reality that the most frequent use of naval forces occurs in situations short of war. This is because forward naval forces are the foundation of our Nation's overseas engagement. They are critical to our ability to promote and protect U.S. interests by deterring aggression, enhancing stability, promoting interoperability with allies, and providing timely initial crisis response and warfighting in joint and combined operations. Because of their ability to conduct extended operations in forward areas, the joint Navy-Marine Corps Team is most often the initial force called on to respond to emerging crises. They are heavily engaged during the transition from crisis to conflict, and later to ensuring compliance with the terms of peace. In recognition of this experience, we have recently expanded our strategic concept in

*Forward...From the Sea*. This White Paper underscores that naval forces must be sufficient for forward presence operations in peacetime, credible enough to act as a significant deterrent, and able to fight from the sea in time of war. In short, it addresses the unique contributions of Navy and Marine Corps forces across the full spectrum of operations in peace and war necessary to assure the Nation's security.

## **TWO SERVICES—ONE TEAM**

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The two military Services of the Department of the Navy contribute service-unique, but complementary capabilities to our Nation's defense.

The Navy provides sea-based forces that are relevant across the entire continuum of joint operations— from peacetime training through major regional conflict. The Navy's ability to operate unfettered at sea in international waters makes it the Nation's preferred choice for employment in the world's troubled regions. Forward deployed sea-based forces routinely permit our Nation to broaden engagement with our allies and potential coalition partners. By operating from sustainable sovereign seabases, the Fleet brings the full complement of military hardware alongside



which our partners want to train. This is particularly attractive because it permits strengthening of the mutual professional trust and familiarity with nations who may not yet be willing to welcome U.S. forces onto their territory. Navy capabilities also include the ability to maintain close surveillance of a critical region and to establish and enforce maritime embargoes and flight denial regimes. In time of crisis or war, the Navy brings powerful carrier battle groups and amphibious forces to the battle space. Tomahawk-capable ships and submarines provide added flexibility to deep strike planners. The Fleet is capable of sustained, around-the-clock operations necessary to attain sea control and project decisive power ashore.

The Marine Corps is a multi-purpose and multi-capable combined arms expeditionary force, adaptable to changing roles and future missions. It is mandated by Congress to be the most ready when the Nation generally is least ready. The Marine Corps is an expeditionary force-in-readiness. Marines provide a unique combat capability that combines air, land and naval forces from the sea—the Marine Air-Ground Task Force (MAGTF). The key characteristic of these forces is their expeditionary mindset. Marines differ from other land forces by their ability to adapt and engage upon arrival and then sustain operational momentum. Without the ability to be logistically expeditionary, Marines would be merely “displacers,” not deployers. Marine aviation is another element that characterizes the unique concept of MAGTFs. The primary function of Marine aviation is, and always has been, support of ground troops— focused, versatile, flexible, and responsive to needs on the ground. It is the Marine Corps ability to deliver a unique blend of ground, air and service support elements in a responsive and adaptive manner that makes it the Nation’s most effective land combat forcible entry option.

We call this blending of two distinct Services the joint Navy-Marine Corps Team. Together, they form a military capability unique in the world— one that underpins the Nation’s diplomatic initiatives and which provides a special expeditionary capability essential for halting enemy offensives and facilitating the deployment of heavier land-based ground and tactical air forces. The Naval Services specialize in

providing inherently sustainable, forward deployed, combat capable forces. Operating from the sea, the Sailors and Marines of our Navy-Marine Corps Team prove daily why they are the Nation’s “911 force” for global response.

## **EXECUTING THE STRATEGY**

Two Navy-Marine Corps roles have become increasingly salient, and continue to underscore the value of our Team to the Nation. The first calls for the Navy and Marine Corps to be present overseas with combat credible forces in order to demonstrate United States will to perform a variety of functions in peacetime, and in the face of crisis. The second calls for the joint Navy and Marine Corps Team to project overwhelming combat power from the sea during wartime. Both roles are enabled by the unparalleled sustainment ability of the Navy and Marine Corps; Naval forces are uniquely able to routinely deploy as combat credible forces, capable of extended self-supported operations.

United States national security has long been grounded in preventing conflict through deterrence. Deterrence is achieved through application of the entire spectrum of national power— political, economic and military— necessary to cause an adversary to decide against specific conduct. Our national security strategy seeks to produce a state of mind by presenting a credible threat of unacceptable counteraction, the perception that cost exceeds gain, and that hostile actions will not succeed.

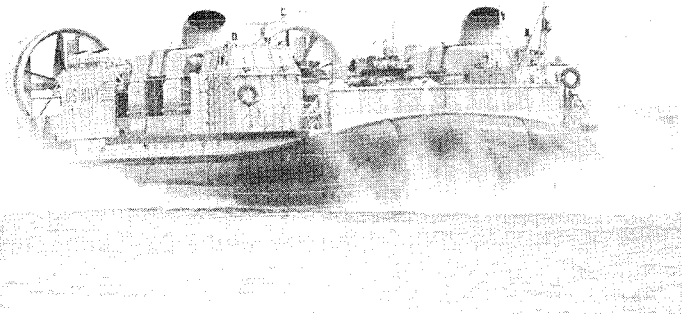
In peacetime we deter through the forward presence of U.S. military forces. Our sea-based forward presence, including highly survivable strategic submarines, is key to deterring strategic attacks on our Nation and allies, and for transitioning from peacetime to crisis management or war. Forward naval forces have unparalleled value which, though grounded in combat capability, surpasses mere utility in war. Our forward presence forces also: build regional interoperability; reassure allies of our commitment to mutual defense; demonstrate to potential foes our readiness, capability and determination to secure vital interests; and allow us to perform other military operations. Historically, the Navy and Marine Corps have always been positioned in forward

regions of the world. For half a century, their purpose was primarily to deter global conflict. In contrast, the world today is one of regional threats; a world in which we must be prepared to confront challenges of uncertain proportions, with uncertain goals, region by region. Our forward presence is powerfully important and even more central to the day-to-day operation of the Navy and Marine Corps in the current period because the United States is reducing its permanent overseas basing. As the Army and Air Force reposition to the United States, the Navy and Marine Corps sovereign seabases are providing the dominant portion of the Nation's forward presence.

When crisis appears imminent, we will employ naval forces able to undertake intensified surveillance of a critical region from international waters and air space, a task particularly suited to covert attack submarines, Maritime Patrol Aircraft and our space-based systems. We will also aggregate dispersed naval formations into larger, more capable on-scene forces which can generate significant combat power. At any time during a crisis, we are prepared to apply precision strikes with modern aircraft and cruise missiles against targets deep in the battlespace. This combat-ready power can be selectively revealed to potential foes or kept discretely out of sight, underwater as well as over the horizon. We will prepare our naval forces for seabased operational maneuver, to mount amphibious landings, seize ports and littoral airfields, and facilitate the introduction of heavier, CONUS-based follow-on forces. We will also position our forces to mount special warfare operations from the sea, extract U.S. and friendly personnel from threatened locations in non-permissive situations, and establish and enforce maritime embargoes and flight denial regimes. In short, we are positioned and prepared to respond to rising tension, and stop wars before they start.

Proliferation of Weapons of Mass Destruction (WMD) is one of the most important issues our Nation faces today. The turbulence in the Former Soviet Union (FSU) has increased the potential for the spread of WMD. When this is combined with the reality that weapon delivery system technology is also readily available, an environment with potentially grave consequences exists. The Navy and Marine Corps provide an important contribution in all phases

of counterproliferation— prevention, interdiction, neutralization, and active and passive defense. Our planning supports national policies which seek to limit proliferation. At the same time, we are taking the necessary steps to be able to fight in an environment where the enemy possesses WMD. We are focusing the highest level of attention on this issue.



The projection of overwhelming power from the sea during conflict is also a compelling defining role for Naval forces. Should hostilities break out, forward deployed Carrier Battle Groups and Amphibious Ready Groups will quickly respond to blunt our foe's initial objectives. Tomahawk-armed ships and submarines provide options for deep inland missile strikes with tremendous precision and lethality. When necessary, we are also prepared to augment all our carrier air wings with additional aircrews. Maritime Prepositioning Ship Squadrons (MPSRONS), already forward deployed, along with additional Carrier Battle Groups and Amphibious Ready Groups, will close on the region of hostilities. Expanded amphibious task forces will merge to make up an amphibious-based Marine expeditionary force, fully capable of forcible entry at the time and place of our choosing. The introduction of one or more MPSRONS with an amphibious force provides the Joint Task Force Commander with a highly mobile, lethal combat capability fully sustained from its seabased source. Our underway resupply ships make possible sustained, around the clock strike and combat support operations.

Finally, when hostilities conclude, the Navy-Marine Corps Team most often remains in place enforcing the terms of peace. The inherent diplomatic power and freedom provided by seabased forces mean they

are frequently the logical choice in the dangerous transitional period following hostilities.

The ships, aircraft and Marine forces necessary to remain forward deployed around the globe are the Nation's most cost effective insurance policy. This is because the Navy and Marine Corps possess the full range of powerful capabilities critical to advance and defend our transoceanic interests in peacetime, crises, and war.

### **RESERVE FORCE CONTRIBUTIONS**

The present day Reserve force has been reshaped by the same factors that have dramatically affected the Active force: new strategic circumstances and reduced budgets. Our Reserve forces now provide peacetime contributory support in addition to their traditional training role. Through the concept of flexible drilling, Reservists are now also able to combine drill and Active Duty for Training periods to better support the Fleet. More than at any other time in its history, the Naval Reserve force employs Fleet compatible, state-of-the-art equipment.

The Naval Reserve's utility is being bolstered by the addition of five new ship classes. USS JOHN F. KENNEDY (CV 67), our first Operational Reserve Carrier and USS INCHON (MCS 12), the first Mine Control Ship, will join the Reserve. In addition, our Reserve force will be improved by the addition of two Tank Landing Ships (LSTs), four Mine Countermeasure Ships (MCMs), and eleven Coastal Mine Hunters (MHCs).

Further, the Naval Reserve is now involved in a broader variety of missions. These forces provide robust support to Navy Intelligence headquarters and field activities, and are assuming the missions of range/training carrier support and vertical onboard delivery. They provide increased adversary and electronic warfare support, and have expanded responsibilities in counterdrug operations. Naval Reserve forces have also taken on increased involvement in mine warfare, Combat Search and Rescue and airborne logistics support. In the area of construction, Reserve SEABEES now have their drill time allocated directly by the Fleet Commanders-in-Chief for various projects aimed at reducing the maintenance and repair backlog at bases and stations.

Marine Reserves maintain readiness by integrating Reserve component training with that of Active forces. This full integration is possible because nearly thirty percent of enlisted Marines in the Reserve Force have prior Active service while nearly all Reserve commissioned officers have prior Active service. Reserve units conduct combined arms, cold weather, and mountain training that incorporate ground, air, and logistics units. Members of Marine Forces Reserve regularly participate in major joint and combined exercises. During FY 94, exercises included BALIKATAN (Philippines), VALIANT BLITZ and ULCHI-FOCUS LENS (Korea), COBRA GOLD (Thailand), ALPINE WARRIOR (Norway), AGILE PROVIDER/AGILE SWORD (North Carolina).

The vibrant coupling of training and peacetime contributory support will shape the future Reserve Force. All peacetime support is voluntary, and while there are limits where Reservists can serve, as well as limits in the funds available, we anticipate that Reserve contributions will grow in the future. Our Navy-Marine Corps Team's Reserve mission has been, is now, and will continue to be getting the right people to the right place at the right time to support the Active force.

### **THE STRATEGY IN ACTION**

In 1994, our forces were called on to respond to significant contingencies in four widely dispersed regions of the globe (northwest Pacific, the Indian Ocean/Arabian Gulf, the Adriatic and Caribbean Seas). Throughout the year, our carrier battle groups were repeatedly shifted from crisis to crisis as theater commanders called for their unique blend of flexible striking power and diplomatic sovereignty. Not since the Second World War have our carriers and Marines engaged in so many nearly simultaneous operations in such a condensed period. We supported deterrent actions on the Korean Peninsula, and most recently in the Arabian Gulf to counter Iraqi threats to Kuwait. Our forces provided refugee interdiction and relief operations for Cubans and Haitians, and spearheaded the re-establishment of democracy in Haiti. An on-call amphibious force remained off the Somali coast to ensure security for United Nations relief and peacekeeping forces and will ensure the safe extraction of United Nations forces. The Navy

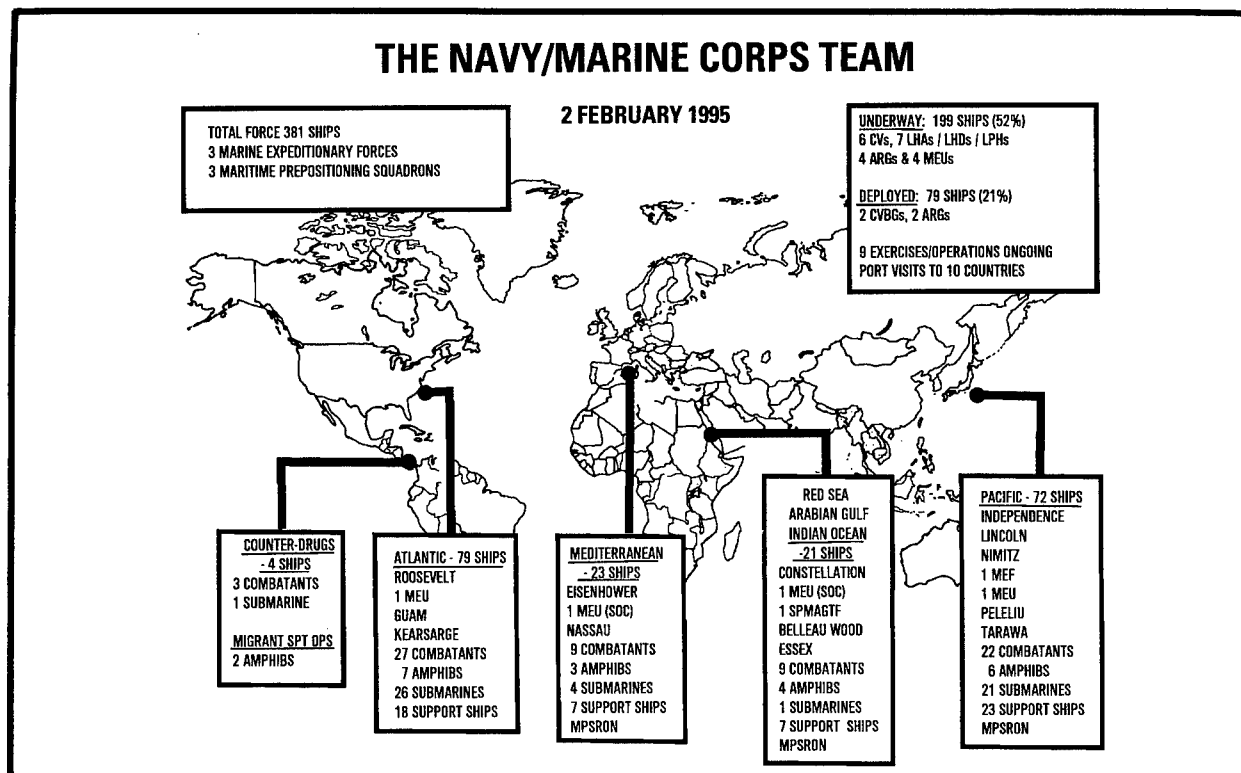
and Marine Corps also continued to support an asset intensive no-fly zone over southern Iraq. Our joint Team similarly supported no-fly zones and peace enforcement actions over Bosnia. Our forces evacuated diplomats from Rwanda on short notice. Closer to home, Marine Corps fire fighting teams were organized and sent in to help control forest fires in the Pacific Northwest, and our personnel assisted state and local authorities in relief operations after massive flooding in Georgia and the Los Angeles earthquake.

Navy and Marine Corps full support of the national strategy of engagement was underscored by our participation in over 350 world-wide exercises as well as by port visits to over 97 countries this past year. For example, we completed the first ship visit in over a quarter century to South Africa as U.S. goodwill ambassadors. This year also marked the first ever Navy ship visit to Ukraine when USS BELKNAP, with Commander, U.S. SIXTH Fleet embarked, visited Odessa. On any given day roughly 50% of the Fleet is at sea and about 50% of the Fleet Marine Force is in the field. In the future, as we look at crisis areas and potential conflicts, it is our judgment that the littoral will be where they will occur. This is

because virtually all of the world's population and major cities lie within 200 miles of the coast. Our Sailors and Marines answered repeated calls to action with professionalism and dedication throughout this past year. As you will see below, short notice, often simultaneous operations demonstrated the utility and need for combat ready forces deployed forward in troubled regions where our national interests and threats to those interests most often collide. They are also indicative of the strategic environment the Nation will face well into the foreseeable future. Both forward based and forward deployed naval forces are uniquely useful to the National Command Authorities. Day to day calls for the Navy and Marine Corps in emerging crises validate the unique utility of combat credible forward deployed naval forces.

### NORTHWEST PACIFIC OCEAN

**Korea:** Contingency Operations (June-August 1994). Tensions again flared on the Korean Peninsula in 1994 due to renewed concerns about North Korea's nuclear weapon ambitions, and the turbulence associated with the death of Kim Il Sung. In response to rapidly escalating tensions, the INDEPENDENCE and CONSTELLATION Carrier Battle



Groups, with integrated attack submarines and mine sweeping assets, were dispatched to the waters off Korea to complement the other U.S. military forces normally maintained in theater. As the crisis deepened, our forward carrier presence provided to the National Command Authorities the option of positioning up to four Carrier Battle Groups with 248 strike aircraft and all their warfighting sustainment within fourteen days. Forward based Marine expeditionary forces were also placed in a higher state of combat readiness. The fluid, unencumbered, combat-ready Carrier Battle Groups and Marine forces provided the clearest, unambiguous signal of our national intent, and deterred further escalation of diplomatic tension. This contingency also demonstrated the diplomatic value of employing seabased carrier and Marine power projection capabilities which may be easily and discretely withdrawn as tensions decline.

#### **ARABIAN GULF/RED SEA**

**Kuwait:** Operation VIGILANT WARRIOR (October-December 1994). Navy and Marine Corps combat forces were quickly brought to bear in response to Iraqi threats to Kuwait last fall. One day after the theater commander requested additional forces, the carrier GEORGE WASHINGTON and Tomahawk-armed cruiser SAN JACINTO, positioned in the Red Sea, were available to respond to potential Iraqi aggression with overwhelming strikes from the sea. Our normal Middle East Force presence was expanded rapidly as this crisis developed. Two days into the contingency, a combat-ready Amphibious Ready Group with a Marine Expeditionary Unit embarked was off the coast of Kuwait conducting a show of force. This amphibious task force began rapid planning and coordination with the U.S. Embassy for the possible evacuation of American citizens and foreign nationals, as well as coordination with Kuwaiti Armed Forces for the defense of Kuwait City. On arrival, the aircraft carrier doubled the number of combat aircraft in theater. By the sixth day of the crisis, almost sixty percent of air-to-ground strike capability was provided by our carrier force— at one tenth the cost of other forces surging from the continental United States. Maritime Prepositioning Ships of Squadron TWO in Diego Garcia were also underway with equipment for a 16,000 Marine combat force. The rapid movement of our carrier and Ma-

rine forces, coupled with their tremendous inherent capabilities not only provided credible combat power while awaiting the introduction of land based forces, but vividly reinforced diplomatic efforts to deter further Iraqi adventurism.

**Iraq:** Operation SOUTHERN WATCH (1991-present). Naval forces continued to share responsibility with the Air Force for no-fly operations over Iraq in support of United Nations efforts to protect Iraqi Shiite minority populations. Naval operations included extensive Navy and Marine aircraft sorties from carriers deployed to the Arabian Gulf.

**Maritime Interception Operations** (1990-present). Through much of 1994, Navy surface combatants and Maritime Patrol Aircraft continued to execute Maritime Interception Operations (MIO) in the Arabian Gulf and Red Sea in support of United Nations sanctions against Iraq. These at-sea sanction operations, enacted four years earlier at the beginning of the Gulf War, were terminated in the Red Sea this fall but continue in the Arabian Gulf. By the end of 1994, surface combatants had conducted over 21,000 at sea intercepts while simultaneously performing other vital forward presence missions.

#### **INDIAN OCEAN**

**Somalia:** Operation RESTORE HOPE (November 1993-present). We began 1994 with Marines ashore and afloat, and a Carrier Battle Group positioned off the Somali coast. Because Somalia's infrastructure proved extremely limited and required extensive engineering efforts to enable additional forces and equipment to arrive, Maritime Prepositioning Force (MPF) assets were also employed to support this joint humanitarian relief and security mission. In March, two sea based Marine Expeditionary Units covered the withdrawal of in-country U.S. Army forces. Other operations supporting humanitarian relief in Somalia continued through most of the year. For example, Marines from the Fleet Anti-Terrorist Security Team (FAST) continued to provide combat escort and security to the U.S. Liaison Office in Mogadishu through August. Navy and Marine Corps units remain off-shore today, poised for short notice support to ongoing United Nations and Non-Governmental Organization sponsored relief operations. This op-



eration demonstrates that naval forces are routinely the first to be called and the last to leave.

**Rwanda:** Operation DISTANT RUNNER (April 1994). A sea based Marine Expeditionary Unit led U.S. efforts to conduct a Non-combatant Evacuation Operation (NEO) during the Rwanda civil war. Marines provided aerial security and support to the hundreds of American citizens and foreign nationals fleeing Rwanda for Burundi.

Operation SUPPORT HOPE (July-August 1994). A sea-based Marine Expeditionary Unit again responded to an emergent crisis in Rwanda by providing refugee relief supplies (food and medical care) into this war-torn remote inland nation. Task Force SUPER STALLION, an aviation task force comprised of 4 CH-53E helicopters, carried vital supplies over 650 miles inland to starving refugees encamped near the Zaire-Rwanda border.

**Achille Lauro Passenger Rescue** (December 1994). Late in 1994, Navy surface combatants responded to a distress call from the burning cruise liner, Achille

Lauro, located 300 miles to the south of Somalia. Coordinating with Maritime Patrol Aircraft and merchant vessels on the scene, our warships launched embarked LAMPS helicopters while still 150 miles away. These helicopters allowed the transfer of badly needed food, water, blankets and medical supplies in a timely manner. Upon arrival, our ships brought approximately 200 survivors aboard to assist their return to port.

## EUROPE

**Bosnia:** Operation PROVIDE PROMISE (July 1992-present). This joint operation with the Air Force, involving Navy carrier based and Marine Corps land based air capabilities, protected humanitarian relief supplies flown into besieged cities in the former Yugoslavia. In addition to Navy and Marine Corps fighter/attack aircraft, a Marine aerial refueling squadron, military police unit, a Navy Fleet Hospital, and on-call combat Search and Rescue forces supplied vital support to United Nations forces.

Operation DENY FLIGHT (April 1993-present). Naval air forces comprised of carrier-based air wings and Marine F/A-18D and EA-6B squadrons based ashore in Italy participated in a joint and combined operation to enforce a United Nations-mandated No-Fly zone in the airspace over the Republic of Bosnia-Herzegovina. The Navy-Marine Corps Team also provided protective air support to United Nations Protection Forces (UNPROFOR). Maritime Patrol Aircraft equipped with electro-optical sensors supported overland imagery collection efforts by providing real-time still and full motion video imagery to ground commanders. On 21 and 23 November, land-based Marine strike aircraft participated in punitive air strikes against the Bosnian and Croatian Serbs in the Bihac region of Bosnia-Herzegovina.

**Adriatic Sea:** Operation SHARP GUARD (June 1993-November 1994). This cooperative effort in the Adriatic Sea conducted by NATO Standing Naval Forces (multinational squadrons of surface combatants), and other U.S. and West European naval forces, enforced a United Nations mandated embargo in response to the Yugoslavian civil war. Although the participation of U.S. naval forces was recently modified, our forces, including intelligence-gather-

ing attack submarines and Maritime Patrol Aircraft, were instrumental in providing the "glue" that enabled coalition forces to virtually seal off the Balkan littoral from smuggled arms shipments.

**Central and Eastern Europe:** The Partnership For Peace (PFP) program is the centerpiece of NATO's strategic relationship with Central and Eastern Europe. For example, three major PFP exercises were conducted with Eastern Europe this year. The most important of these was our exercise BALTOPS 94. Originally intended as a modest multinational maritime exercise in the Baltic Sea, it expanded significantly to include extensive participation by virtually all nations of the region, with heavy involvement by former Warsaw Pact nations, including Russia. As part of our bilateral military-to-military contacts program, we have also begun basic seamanship exercises and conducted numerous traveling contacts and familiarization visits with the naval forces of this region. Sixty-six familiarization visits to U.S. facilities have been completed and over 145 traveling contact teams have visited host nations. Navy and Marine Corps officers are also now stationed with in-country military liaison teams and we are busy developing additional programs to further naval contact with the nations of this region.

## RUSSIA

We are encouraged by the maturation of our relations with Russia. As a mark of improving relations, the United States and the Republics of the Former Soviet Union (FSU) have agreed to no longer target each other with strategic nuclear weapons. Prudence dictates, however, that we remain sensitive to continuing unrest in the Eurasian heartland and cognizant of Russia's sophisticated submarine capabilities.

We note the increased participation by Russia in multinational exercises in the Arabian Gulf, Baltic, North, Norwegian, and Black Seas. We conducted a Navy-Marine Corps humanitarian relief exercise with Russian forces near Vladivostok (the first time since 1945 that U.S. forces have exercised on Russian soil). In addition, Russian forces participated in the first NATO-sponsored Partnership For Peace naval exercise (fifteen ships from nine NATO and three partner

countries), and together we are conducting frequent passing-at-sea exercises of opportunity.

## CARIBBEAN

**Cuba/Haiti:** Operations ABLE VIGIL and SEA SIGNAL (August 1994-present). Navy surface combatants, amphibious ships, patrol aircraft, Coast Guard vessels, and Marine expeditionary forces responded to a mass seaborne exodus from both Cuba and Haiti. Operations consisted of interdicting, transporting and processing migrants, and operating support facilities for over 40,000 refugees at the U.S. Naval Facility at Guantanamo Bay, Cuba. Our Reservists, deploying in the air, on the sea, and ashore, were particularly instrumental in detecting, rescuing, and providing assistance to Haitians exiting their beleaguered country. Over 460 Navy and Marine Reservists volunteered for active duty at Guantanamo Bay to support this operation. Marine Reserves provided three separate increments of task-organized provisional rifle companies over a 90-day period to assist in providing security. Reserve Marines also volunteered for duty at Camp Lejeune, North Carolina providing equipment maintenance support for Active component units.



Operations SUPPORT DEMOCRACY/UPHOLD DEMOCRACY (September 1994-present). These operations conducted with the Army and Air Force restored democracy to Haiti through the multinational enforcement of United Nations sanctions. Participation of the Navy-Marine Corps Team peaked with over 11,000 personnel and 24 warships involved in command and control support, show of force opera-

tions, and delivery of occupation forces. Naval operations included flexible use of two aircraft carriers and a successful Marine Expeditionary Unit landing at the city of Cap Haitien. Marine expeditionary forces maintained security there for two weeks before passing control to Army units. This contingency also involved precursor reconnaissance by attack submarines and Maritime Patrol Aircraft, and the first operational employment of two CYCLONE-class Coastal Patrol ships (PCs). Additionally, over 110 Naval Reservists were recalled to provide command and control support, and harbor security. During this contingency Naval expeditionary forces convincingly demonstrated their flexibility by quickly and effectively adapting to changing operational circumstances, forming a highly capable Joint Expeditionary Force. On-station Navy ships continue to provide command and control support, and a contingency presence near Haiti today to ensure the smooth restoration of democracy.

**Counterdrug Operations.** In consonance with the *National Drug Control Strategy* and other counterdrug directives from higher authority, Navy's counterdrug force structure in the transit zone has been modified to support greater source country efforts. The overall level of Navy resources has been adjusted and platforms types assigned have been modified to optimize mission effectiveness at a lower cost in terms of both dollars and manpower. Three T-AGOS ships have been equipped with upgraded communications equipment and radar to detect suspect airborne drug traffickers. This permits two T-AGOS ships to remain continuously on station and thus frees two surface combatants for other missions. Three to five surface combatants, with embarked Coast Guard law enforcement boarding teams, remain tasked for this mission. Maritime Patrol Aircraft, also assigned to the counterdrug mission, have been modified with a modular air-to-air radar, electro-optics, and a communication suite which greatly aids their unique long-range tracking capability. Attack submarines have also been employed to perform covert transit zone surveillance. Navy counterdrug support in the transit zone this past year included over 21,000 flight hours and 2,800 ship days. A Navy Relocatable Over the Horizon Radar (ROTHR) system, sited in Virginia, provided wide area surveillance of the Caribbean and an additional system is

now under construction in Texas. Our Navy and Marine Corps also continued to provide technical training and support to both source country and southwest border counterdrug efforts. For example, the Marine Corps participated in 109 missions in support of southwest border counterdrug operations. Additionally, Navy and Marine Corps Reserve assets provide extensive air, surface, border surveillance and intelligence analysis support.



## MAJOR DISASTER RELIEF

**Operations WILDFIRE 94 and SOUTHEASTERN FLOODS.** Navy and Marine Corps units conducted numerous relief efforts for local communities affected by disastrous wildfires and floods this year. The worst of these disasters occurred during flooding in Georgia. Disaster relief operations consisted of flood prevention, fire fighting, rescue, and medical assistance.

**Los Angeles, California Earthquake** (January-February 1994). The Navy provided qualified linguists and SEABEES (Construction Battalion) to assist the local populace in the aftermath of last year's major Los Angeles earthquake. Our SEABEES completed various construction projects, provided potable water, and greatly assisted the initial infrastructure reconstruction efforts in support of local communities. Naval Reserve assistance in disaster and humanitarian relief operations was particularly important in this earthquake. Local Naval Reserve activities immediately provided facilities and personnel to support rescue and emergency operations. For example,

the California Conservation Corps, 130 strong, were hosted by the Navy and Marine Corps Reserve Center Encino, and Reserve corpsmen were provided to the Red Cross for medical support.

These are just some of the many highlights of Navy and Marine Corps operations in 1994. They are illustrative of the depth and breadth of our involvement in direct support of the *National Security Strategy of Engagement and Enlargement*.

### **PROGRAMMING FOR OUR STRATEGY**

To steer us as we develop our force, the Department of the Navy is guided by four principles:

- Maintain the quality and morale of our people
- Preserve our readiness for combat
- Keep our war fighting edge through advanced technology
- Promote efficient use of our resources

Our budget plans continue to be driven by our determination to operate more effectively in a joint warfighting environment. This past year we continued to refine our planning shift from a platform specific orientation (aviation, submarine, and surface warfare) to a more appropriate Department-wide cross warfare orientation (littoral and expeditionary warfare). We also continued to refine the "planning" phase of the Planning, Programming, and Budgeting System from its elaborate, Cold War structure to an integrated process relevant and responsive to the more fluid, new mission environment. Our program and budget are subjected to a rigorous and comprehensive set of Joint Mission and Support Area Assessments. It is also responsive to Presidential guidance, to the operational requirements of our Fleet and Force Commanders, and complementary to the Joint Warfighting Capability Assessments (JWCA) conducted by the Joint Requirements Oversight Council (JROC). Through these budget planning refinements, we have been able to more clearly articulate Department-wide priorities, provide a broader range of alternatives, acknowledge fiscal constraints, and better employ all of the Department's resources.

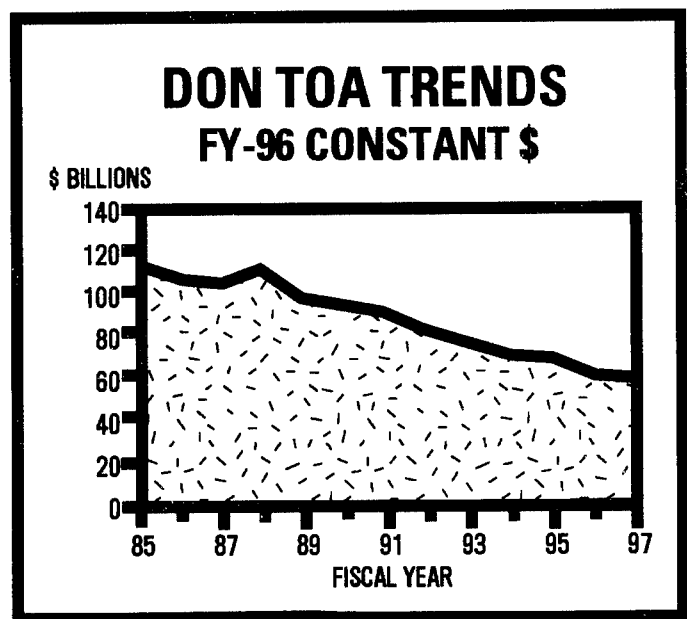
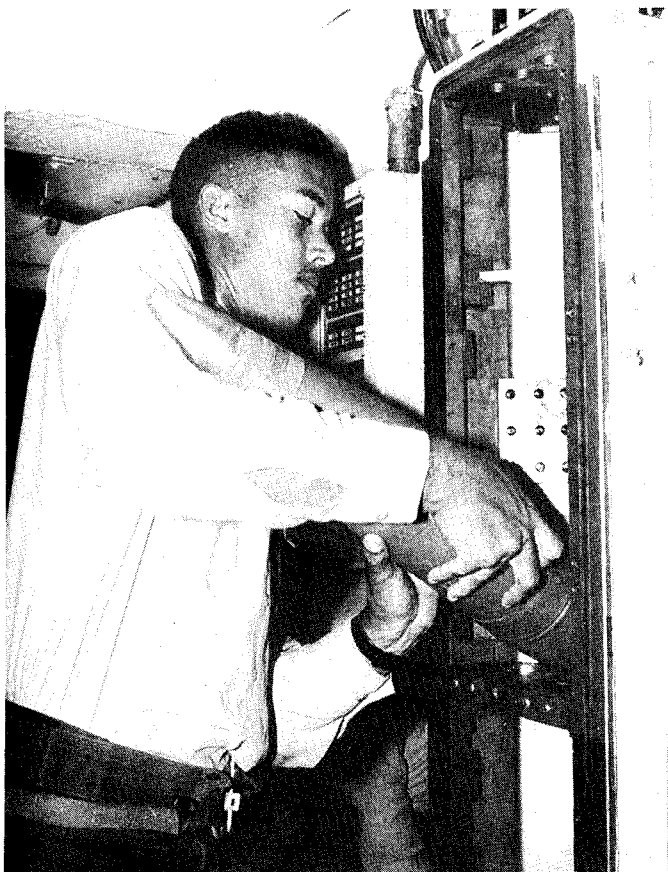
<b>Department of the Navy</b>				
<b>FY 1996/97 Budget Summary By Appropriation</b>				
<b>(In \$Million)</b>				
<b>ACCOUNT</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>FY 97</b>
Military Personnel, Navy	18,546.5	17,569.1	16,930.6	16,337.0
Military Personnel, Marine Corps	5,732.4	5,774.9	5,877.8	5,956.2
Reserve Personnel, Navy	1,591.4	1,401.8	1,348.2	1,322.9
Reserve Personnel, Marine Corps	344.1	348.7	361.8	372.9
Operations & Maintenance, Navy	20,853.9	21,328.6	21,225.7	20,254.5
Operations & Maintenance, MC	1,902.5	2,069.4	2,269.7	2,285.0
Operations & Maintenance, Navy Reserve	757.3	831.3	826.0	864.7
Operations & Maintenance, MC Reserve	91.2	82.0	90.3	95.3
Aircraft Procurement, Navy	5,488.8	4,599.8	3,886.5	6,885.2
Weapons Procurement, Navy	2,947.6	2,083.4	1,787.1	1,714.3
Shipbuilding & Conversion, Navy	4,195.2	6,574.5	5,051.9	3,941.6
Other Procurement, Navy	2,894.7	3,274.3	2,396.1	3,124.4
Procurement, Marine Corps	442.9	418.2	474.1	687.9
Procurement of Ammo, Navy & MC	-	414.8	-	-
Research, Development, Test & Eval	8,191.4	8,694.7	8,204.6	7,716.9
Military Construction, Navy	668.1	399.3	488.1	460.5
Military Construction, Navy Reserve	24.4	22.7	7.9	9.1
Family Housing, Navy and Marine Corps	1,142.7	1,205.1	1,514.1	1,453.8
National Defense Sealift Fund	1,540.8	699.4	974.2	913.4
Base Closure and Realignment	784.5	1,438.5	2,082.3	1,305.3
Payment to Kaho'olawe Island	1.3	63.7	26.0	15.0
<b>TOTAL</b>	<b>78,141.7</b>	<b>79,294.3</b>	<b>75,823.0</b>	<b>75,715.9</b>

Our planning stresses that new thinking is required to satisfy valid requirements, that not all requirements necessarily require dollars, and that we must develop greater commonality as we plan for the future. For example, in order to assess requirements, develop programs, and prioritize resources, planners are directed to look at: how to balance critical elements of our programs; how to continue to reduce overhead; how to take advantage of advances in technology; how to best meet industrial base requirements; and how to improve the use of Reserve forces. Resources have been shifted to higher priority near-term programs affecting areas of military pay, readiness and quality-of-life. Ship depot maintenance and aircraft rework programs have been funded at levels proven to be manageable without delays for ship deployment schedules or the grounding of aircraft.

In the past several years the Department of the Navy has also pursued aggressive positions on force structure and infrastructure reductions. We developed a balanced program to meet our planned needs both in

the short and long term. However, as identified in last year's Posture Statement to Congress, there are risks to our fiscal strategy that might adversely impact our planning. Last year we identified four of the most troublesome risks that we foresaw: unforeseen changes in the world security environment that would require more than currently programmed force structure; increased readiness costs due to unforeseen contingency operations; unanticipated cost growth in future systems and programs due to rising inflation or industrial base problems; and underfunding the base closure account. Enough of these risks have been realized to necessitate adjustments to our previous force structure and acquisition plans which we will address later in this Statement.

The Department also fully embraces the opportunity for increased effectiveness and efficiency which the ongoing Roles and Missions review brings. We welcome the internal and external analysis of our methods, procedures, and organization that is required to support the important objectives of the Commission.



## II. PEOPLE

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Sailors, Marines and civilians; Active and Reserve personnel; men and women who come to us from all walks of life and every part of American society, are the heart of the Naval Services. Foremost we intend to keep faith with our people: they are at the center of our readiness and the reason we are the world's foremost maritime power. Every day our people and their families make thousands of personal sacrifices in the defense of our country. We must keep faith with them, and do so by ensuring they have the proficiency and modern tools of combat to go confidently in harm's way. We also earn it by ensuring our Sailors and Marines have the highest affordable standard of living, a decent work environment, and helpful family support services.

Our manpower strategy seeks to: recruit the highest quality men and women; protect our high quality Active, Reserve and civilian career force; provide adequate compensation for the job we ask our people to do; enhance the quality of life we provide our Sailors, Marines and their families; maintain a tolerable Personnel Operating Tempo; achieve remaining personnel reductions through a responsible plan utiliz-

ing the management tools already provided by Congress; sustain our combat readiness by ensuring reasonable promotion and advancement opportunities; add experience to our officer corps by providing new avenues to commission our best enlisted personnel; and target bonuses to retain those people who will form the core of our future force.

To protect this most important readiness area— our people— we constantly strive to stay within established Personnel Operating Tempo (PERSTEMPO) targets. The Navy calls for a maximum deployment away from families of six months, and at least a year between deployments. Many of our ships and aircraft squadrons are on the edge of exceeding these goals. The time spent away from home for Marine operating forces now reaches from 45 to 55 percent for ground units and 50 to 60 percent for aviation units. Given significantly reduced naval force levels and the growing demand for the Navy-Marine Corps Team in contingency operations, achieving acceptable PERSTEMPO levels is increasingly difficult. We are proud of the way our Sailors and Marines have met heavy commitments. They recognize they

are the leading edge of American military power and, as such, will often be called first to respond. However, pressure to exceed PERSTEMPO goals and work our forces harder than we have planned, risks reductions in readiness over the long term. Sustained excessive PERSTEMPO rates make it more difficult to retain quality personnel, and thus raise the risk of personnel shortages, particularly in highly sought technical skills. We can accomplish a lot with superior quality personnel, in spite of occasional lapses in training and maintenance, or the availability of spare parts due to funding constraints. However, the most technologically advanced weapon system will be of little military value if we do not have the highly skilled people needed to operate and maintain it. Ultimately the loss of quality people will bring about the hollow force that we all wish to avoid.

We can now “see” the end of downsizing in both the Active and Reserve components and are focusing on the future stabilized personnel needs of the Department. The difficulty of completing the remaining portion of the draw down should not be understated, nor must the unique challenge of maintaining the already achieved steady-state endstrength of the Marine Corps be overlooked. We must also carefully manage reductions in the Department’s civilian cadre. Our glide slope for the final phase of the Navy’s personnel reduction is steep but controllable. To increase this slope, as some argue, would seriously jeopardize our ability to retain the right mix of personnel of all pay grades. Combat readiness would invariably suffer.

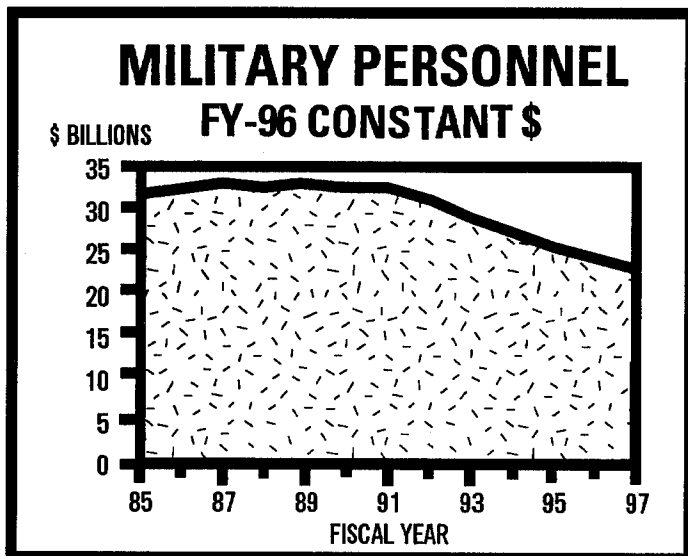
Maintaining properly motivated Sailors and Marines is the most important goal of our planning; it is the strong foundation upon which our combat readiness is built. We are convinced that keeping faith with our career personnel in the key areas of quality of life and advancement is the only way to convince the best— those with a broad range of other employment options— to continue to serve the Nation. Avoiding involuntary separation of mid-career personnel before they are retirement eligible is crucial for maintaining readiness and keeping faith with the quality people who have dedicated their lives to the defense of our Nation. This is absolutely essential if we are to emerge from this period of turbulent restructuring as the world’s finest naval power.

### LEADERSHIP

When we discuss the magnificent men and women that make up the Navy and Marine Corps, we must also discuss the Naval Service’s commitment to maintain an environment in which each individual is led with dignity and respect. Sound leadership results in victory in combat. To defend liberty— a concept derived from the strong values of America’s founders— the Navy and Marine Corps understand that they must successfully lead a diverse population. One of the keys to leading quality personnel is the development and affirmation of our core values of honor, courage and commitment and a strong sense of ethical behavior within each individual.

Our Sailors and Marines recognize that ethical leadership is the bedrock on which we build subordinates’ trust in the orders of their seniors. Without ethical leadership, there can be none of the special *esprit de corps* essential for the teamwork required in combat, and the American people would have little confidence in the propriety of our actions. The character of the Naval Service is grounded in honor and integrity. These are our ideals, and they are what the American people admire most.

Since 1989, the Active Navy has conducted Service-wide surveys to help our leaders assess our equal opportunity climate. This past year, the Naval Reserve and Marine Corps have also begun to conduct climate surveys. These surveys are an invaluable tool for revealing us the perceptions of our Sailors



and Marines about various aspects of discrimination, sexual harassment, as well as our general work environment. We use this survey data to tell our leaders what is going on in our organizations, and to develop and refine our policies and programs. Our most recent survey was particularly encouraging. The Navy is building on this approach to expand the Command Managed Equal Opportunity (CMEO) program to improve our commanding officers' ability to conduct surveys in their own ships and units, and determine their crews' perceptions of the workplace environment. In this way, commanding officers can more efficiently judge the effectiveness of programs to promote equal opportunity and head off problems before they occur.

Included as part of our commitment to responsibly lead our people is our assurance to members that their families will be taken care of should the member die, be declared missing or become seriously ill or injured. We must provide equitable survivor benefits and entitlements. We are taking proactive steps to ensure we have the best possible Casualty Assistance programs to take care of our service family members when they are confronted by the numerous difficulties associated with the loss or serious illness of a loved one.

These policies and programs represent the Department's commitment to optimal integration and the fostering of a climate where all members, regardless of race or gender, can compete fairly to achieve their maximum potential. We recognize throughout the Department that an environment of readiness can only exist where each and every member of the Total Force is led with absolute dignity and respect.

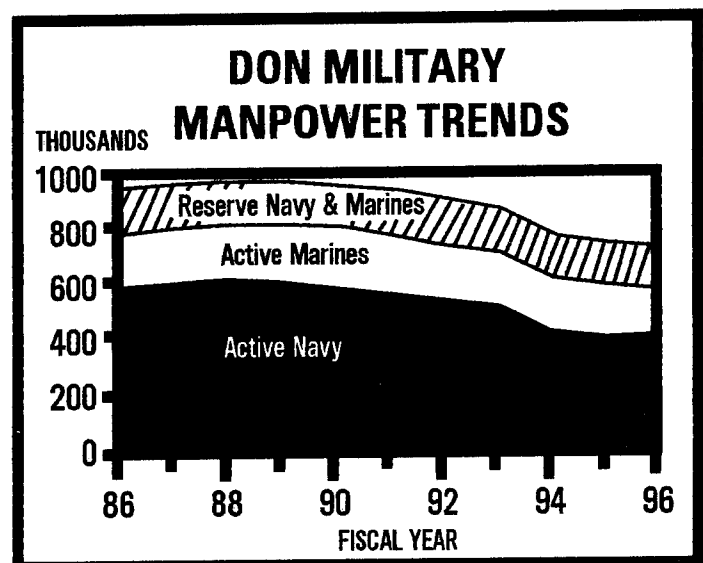
### SHAPING THE FORCE

The vision of our Navy and Marine Corps is one of a totally integrated, diverse team of Active and Reserve Sailors, Marines and civilians— neutral in race and gender. It will be a highly educated, technically oriented Navy and Marine Corps where shipmates are encouraged, mentored and developed but which retains the tested traditions of our expeditionary force— full recognition of the authority, accountability and responsibility of the commanding officer and the chain-of-command, and the expectation to act with intelligence, daring and leadership.

Last year, the Navy's Active end strength dropped below 469,000. Our planning calls for the number of Active Navy personnel to continue to decline to just under 395,000 by 1999. The established force level of 174,000 Active duty Marines has already been achieved. Reserve end strengths are decreasing from a high of 151,500 for the Naval Reserve in 1989 and 44,500 for the Marine Corps Reserve in 1990 to 1990 96,400 for the Naval Reserve and 42,000 for the Marine Corps Reserve by 1999. Our civilian staffing also continues on a downward trend. Civilian end strength will decline from 269,000 in FY 94 to 209,000 in FY 01. We have fully funded separation programs to properly size our civilian workforce. These Total Force levels represent the largest draw down of naval personnel in decades.

In the final stages of our rightsizing, we will continue to use the tools provided by Congress to carefully shape the career force to meet the needs of the Navy and Marine Corps in the next century. Shaping our career force requires careful attention to promotion and advancement opportunities. To maintain adequate promotion opportunity and timing for our officer corps we are requesting modest temporary relief from the grade table requirements for Active duty officers between Lieutenant Commander/Major and Captain/Colonel. In accomplishing this we will remain within DOPMA promotion guidelines.

Today our people serve in a smaller, more technologically oriented, survivable force. This is a force



which will continue to require high caliber professionals as the foundation upon which all else is built. To this end, the Naval Services remain committed to recruiting and retaining our Nation's best and brightest men and women. High quality recruits mean better performance and less attrition, and they improve unit readiness. They are also a wise investment simply because they are far more productive throughout the duration of their service. As a priority matter, we will maintain our standards because we recognize the false economy of doing otherwise.

The most recent DoD *Youth Attitude Tracking Survey* (YATS) and the USMC *Awareness and Attitude Study* reveal pertinent data about current recruiting challenges. Advertising awareness is at its lowest level since 1992 for the Navy, and 1989 for the Marine Corps. This is possibly a result of the deep reductions which have occurred in advertising funding since FY 90. The number of young Americans describing themselves as simply "not interested" in military service has increased significantly; yet four out of five of those surveyed have a favorable opinion of the military in general. Among prospects, almost half still feel that the military is hiring less due to defense cuts and base closures. Declining interest in military service is especially pronounced as unemployment rates have dropped. With the growth of peacekeeping operations, they also sense an uncertainty about the future role of the military. The Marine Corps Study also revealed that fully 30 percent felt that the value and prestige of the military has declined. As a result, pressures on our recruiting program and recruiters have grown.

Both the Navy and the Marine Corps achieved their FY 94 quality and quantity accession goals. However, indicative of continuing difficulties, each of the Services missed their FY 94 Delayed Entry Program (DEP) contract goals. Significantly, this is only the second time the Navy missed its annual contracting goal since the inception of the All Volunteer Force and only the first time the Marine Corps has fallen short since before FY 80. This trend has continued through the beginning of FY 95. Missed DEP contracting goals create a predicament. To continue meeting accession requirements the Navy and Marine Corps must rely more heavily on recruiting from the tough direct market. We are forced to rely on



finding enough qualified prospects willing to immediately commence Active duty. We must also rebuild the DEP pools to gird for the higher recruiting missions expected in FY 96 and FY 97. As compared with FY 94, Navy and Marine Corps requirements increase by 7.5 and 9 percent respectively in FY 96, and by 14 percent respectively in FY 97.

Elevated accession requirements, however, account for only part of the expanded workload facing our recruiting community. The National Voter Registration Act of 1993 places an additional administrative burden on our recruiting offices, forcing them to act as voter registration agencies. Modifying this law to exempt recruiters from these responsibilities would be helpful.

To help solve our recruiting dilemma, we are looking to recruit from the broadest possible pool of eligible recruits. Projections indicate that by the turn of the century, our society will include 12 percent African-Americans, 12 percent Hispanics, and 5 percent Asian-Pacific Islanders. Our Nation's growing racial and ethnic diversity highlights the need to imple-

ment recruiting strategies which will help make our officer and enlisted ranks reflect that diversity. As the demographics of American society change, our commitment to attract recruits from all areas of society requires a wider focus and a range of new initiatives. We are pursuing ways to do so; by the year 2000 we intend to reach minority representation in our Navy and Marine Corps officer and enlisted accessions that is reflective of American society. We are on track for attaining these unprecedented goals.

Women represent another enormous resource for helping solve our shortfall of high-quality recruits. We are aiming at eliminating gender barriers which have restricted our ability to match our best quality recruits with our needs. More than ninety percent of all career fields are now open to women in the Navy and Marine Corps. The Navy recruits in a gender neutral manner and the Marine Corps is also increasing opportunities for woman. From FY 94 to FY 99, our plans call for Marine Corps female accession requirements to rise by 80 percent.

The Navy's firm commitment and rapid implementation of an expanded women-at-sea policy has already produced significant, visible career improvements for women. Women now serve in all Naval Mobile Construction Battalions. Nine combatant ships embarked women in FY 94. Twenty-eight more combatant vessels, from AEGIS destroyers to nuclear-powered aircraft carriers, will be modified to embark women over the next two years. At the end of FY 94 approximately 8,000 officer and enlisted women were serving in ships. Over 900 women now serve in carrier airwings and aboard combatants. Of particular note, two Navy F/A-18 fighter pilots became the first women to fly combat missions while enforcing the no-fly zone over southern Iraq this past fall.

We have other reasons for optimism. Recruiting difficulties are gaining attention and Congress has been supportive of our needs. By congressional testimony and the Deputy Secretary of Defense's Senior Panel on Recruiting, talk of difficulties has emerged from the confinement of recruiting offices. As a result, the Navy and Marine Corps along with the other Services benefited from: (1) elimination of a previously required 10 percent reduction in recruiters; (2) a FY 95 budgetary plus-up for recruiting and advertising

programs; and (3) authorization for a stateside cost of living allowance (COLA). The stateside COLA will help our Navy and Marine recruiters (as well as other Servicemen and women, and their families) cope with living in high-cost areas. Moreover, between now and FY 00 the size of the youth population will begin to grow steadily. Most importantly, the American people continue to value what the Navy and Marine Corps represent. With their support and a sustained level of advertising and other recruiting resources, the Navy and Marine Corps will continue to attract sufficient numbers of high quality young Americans willing to serve their country as Sailors and Marines.

## **QUALITY OF LIFE PROGRAMS**

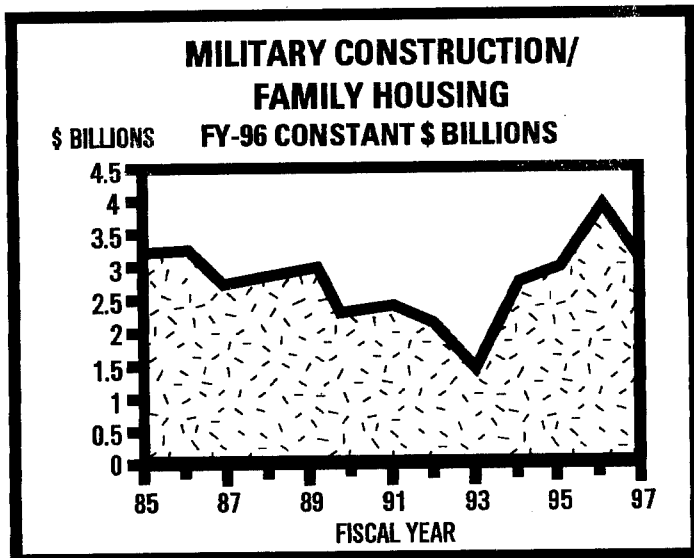
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The Department of the Navy is committed to providing the best possible quality of life for our Servicemembers and their families. We remain acutely aware that it is critical to the readiness and well being of our forces. Meeting the expectations of our Sailors and Marines, and their families, is vital to garnering their full commitment and productivity and we are determined to do so. When individual and family needs are met, our Sailors and Marines can devote their total energy to military duties without unnecessary distraction over the care of their families. Firm support provided by the Secretary of Defense for quality of life funding increases will yield enhancements in MWR, child care, family and bachelor housing programs, a CONUS COLA and higher quarters allowances (BAQ).

The Department supports personnel and family readiness through a myriad of programs— family and bachelor housing; compensation; health care; and community support programs such as Morale, Welfare and Recreation (MWR), child care programs and family service centers. Programs aimed at prevention and deterrence of family violence have received increased emphasis. In addition, demands for voluntary off duty education programs have steadily increased over the past decade as commanders and personnel have recognized the many benefits of increased educational achievement. These programs are especially effective, yielding enormous returns out of all proportion to the actual dollars spent.

Bachelor and family housing continue to be priority quality of life issues. The Navy's "Neighborhoods of Excellence" program and the Marine Corps "Housing Campaign Plan" provide a long-term blueprint for revitalizing housing and optimizing housing investments. These programs will not correct all problems overnight, but are structured to systematically attack the backlog of repairs required to bring housing up to the standards we expect for our people. We will continue to work closely with community leaders in the design and development of these projects. We are also working to develop limited partnerships with private developers to build housing for our people under new authority provided in last year's Authorization Act.

equity in compensation and entitlements. The first proposal is to authorize BAQ for our single E-6 petty officers on sea duty. This initiative will substantially improve the quality of life for a senior group of enlisted people and remove a long standing inequity in the treatment of these career shipboard members in comparison with other Servicemembers assigned ashore of equal paygrade and time-in-service. A second proposal will amend the language authorizing Family Separation Allowance (FSA II) to ensure continued entitlement for members embarked on board a ship (away from homeport) or on temporary duty (away from permanent duty station) for 30 consecutive days, whose family members voluntarily chose not to accompany the Servicemember to the homeport or permanent duty station. The third pay proposal would authorize continuous sea pay for all Sailors serving on repair ships homeported in CONUS or overseas. This initiative recognizes the arduousness of assignment on a tender as comparable to other Navy ships which qualify for continuous sea pay.



## MEDICAL

The Naples overseas housing initiative is a vital component of our commitment to improve the quality of life of our Navy families. The Navy, in close coordination with Congress, has developed a plan to significantly improve essential living conditions in Naples. We are relocating operational facilities to Capodichino through military construction. We are also ready to award a lease-construct contract for a Family Support Complex that will provide safe upgraded housing, schools, community facilities and a reliable supply of potable water. With continued Congressional support we can bring this vitally important quality of life program to fruition.

Health care is vital to servicemembers and their families. Ensuring ready access to quality medical care for our beneficiary population remains a DoD priority. Working closely with the Assistant Secretary of Defense for Health Affairs and the other Service Surgeons General, the Department is moving forward establishing TRICARE regional managed care support contracts. Under the umbrella of managed care we are building bridges with our current internal/external partnership and coordinated care contracts. A managed health care network is being developed using multiple alternatives for delivering high quality cost-effective care to all our beneficiaries. TRICARE contracts create a partnership between military and civilian sources of care and thus create a seamless medical system for our beneficiaries while controlling costs and improving access. Where the Navy is the lead agent in Portsmouth and San Diego, these comprehensive TRICARE contracts will be in place by the end of 1997.

The Department's legislative package for the 104th Congress includes three important initiatives that are important to quality of life and essential to achieving

The Navy is forward deployed and globally distributed; wherever Navy or Marine Corps personnel are deployed, Navy Medical Department personnel are there to support them. Navy Medicine now stands

uniquely ready to meet future operational challenges. We are reconfiguring our Fleet Hospitals into more flexible, modularized units that can respond to unpredictable threats. Incremental staff plans are available for the hospital ships and capabilities of our Casualty Receiving and Treatment Ships have been improved. Fleet Marine Force medical units are adjusting to new medical doctrine with the proper equipment and transportation assets, enabling the units to operate effectively in future, highly mobile battlefields.

Three significant health policy changes have been instituted in support of increased assignments of women to shipboard and operational billets. First, the Authorized Medical Allowance Lists (AMALs), our list of approved supplies, equipment, and drugs to carry in shipboard inventories, have been updated to reflect the needs of servicewomen. Secondly, obstetrics and gynecology (OB/GYN) training has been instituted for health care providers working aboard ships and in our clinics. Finally, medical research efforts have been initiated to focus on women assigned to ships to ensure we fully understand and will be equipped to provide for their specific health requirements.

This past year we also deployed tele-radiology services with the Fleet and in the field. This development markedly reduces the need for costly medical evaluations and unnecessary precautionary evacuations. As a result, it has already improved the quality, responsiveness, and cost-effectiveness of the care we provide to Sailors and Marines in an operational environment.

We recognize the health benefits associated with environmental remediation and pollution prevention and are making major strides to improve in this area. Our partnership with the Agency for Toxic Substances and Disease Registry shows promise for identifying environmental and health risks to our forces so that corrective action may be incorporated into our pollution prevention and cleanup efforts.

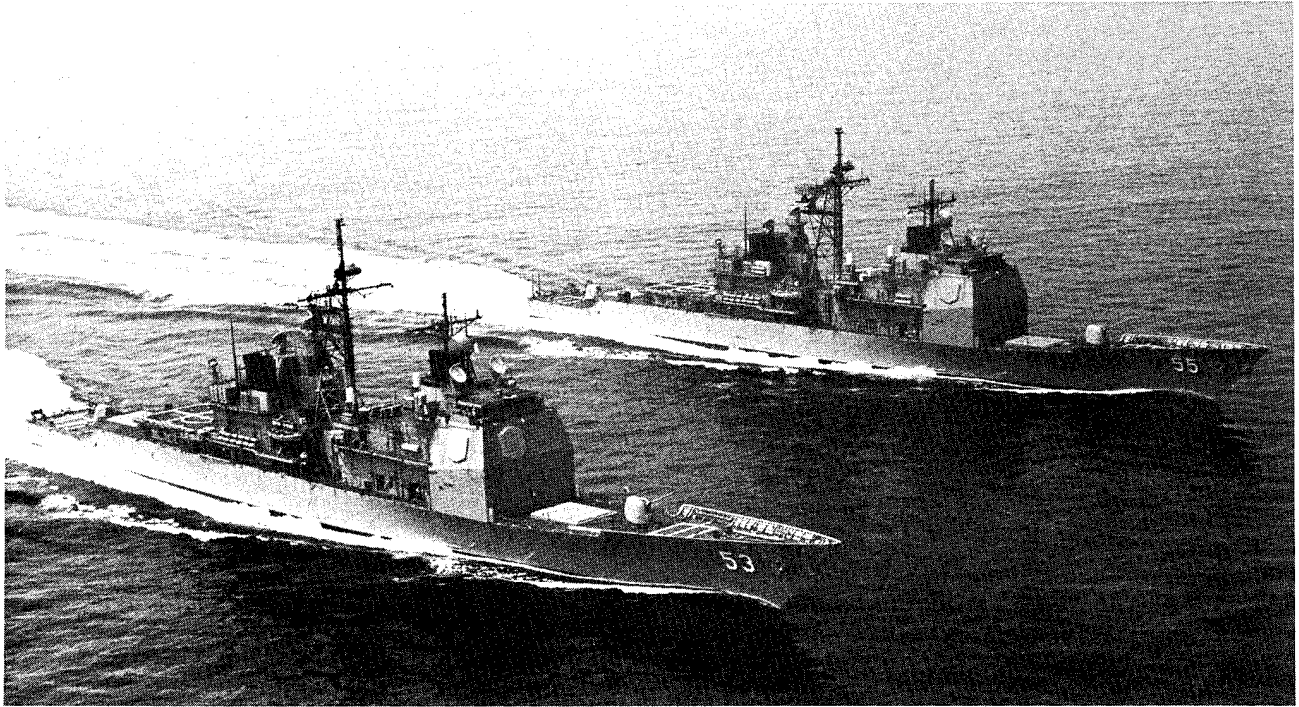
Naval Reserve medical personnel have been better integrated into their gaining commands and drill sites. In addition to training for mobilization, reservists are providing patient care during drill periods to supple-

ment other providers and improve access to care. These medical professionals are able to provide direct support to servicemembers and their dependents by providing outpatient surgery programs, women's health clinics and same-day availability. A centralized credentials review and privileging system for reserve providers is in place to decrease credentialing actions and allow almost immediate use of reserve medical support.

## **SAFETY**

This was another record safe year for the Navy and Marine Corps. Reductions of safety-related incidents were recorded in nearly every category despite an unprecedented operating tempo. For example, we had only half as many Class A aviation mishaps this year as in 1993; personnel fatalities dropped from 309 to 210; and operational fatalities were reduced by 63 percent. New operational safety equipment and programs, including improved afloat and ashore safety training, will sustain this decrease in losses and associated costs. The Department's aggressive efforts reflect our unwavering commitment to saving lives and preserving irreplaceable assets.

New initiatives to make the Department safer include teaching and applying rigorous principles of risk assessment and risk management, technological improvements such as aircraft Ground Proximity Warning Systems, and continued emphasis on human factors. The Department is absolutely committed to making the Navy and Marine Corps even safer. The support provided by the Congress in this area— especially protecting operations and maintenance funding— directly corresponds to a safer Department and protects the lives of the men and women in the force. Our goal is zero mishaps and zero fatalities; any injury or loss of life is unacceptable. Challenges, like further reductions in Navy/Marine Corps Class A flight mishaps or off duty motor vehicle fatalities, remain but we are committed to doing even better.



## FY 94 Department of the Navy Mishap Summary

(Number of Class A\* Mishaps and Fatalities)

	Class A Aviation (incl. Flight related & ground)		Fatalities					
			Operational		Motor Veh		Other	
	FY 93	FY 94	FY 93	FY 94	FY 93	FY 94	FY 93	FY 94
<b>Navy</b>	40	20	49	23	116	86	36	29
<b>USMC</b>	18	9	44	11	48	43	16	18

\* Class A Mishap = Total cost of reportable damage is \$1M or more; a DoD aircraft or missile is destroyed; or an injury or illness results in a fatality or permanent total disability.

### III. READINESS

Our FY 96/97 budget is designed to support a Department of the Navy program that preserves our readiness. Well-trained people, operating modern, well-maintained equipment are the cornerstone of the Navy-Marine Corps Team. Readiness is ultimately the foundation for maintaining the credibility of our forces as an instrument of foreign policy and national resolve. Today, our Navy and Marine Corps are ready to go in harm's way to defend American interests, though our forces are stretched. Future readiness depends on developing the right forces, and attracting and retaining the right personnel.

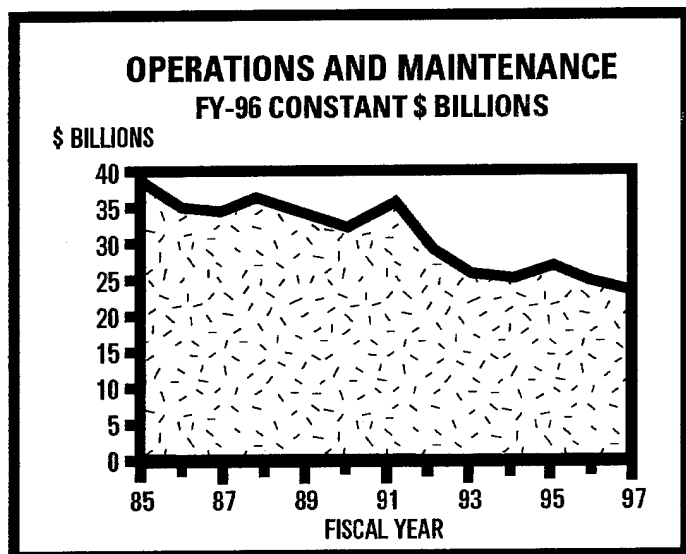
Since readiness can be difficult to fully measure, we have created a new assessment mechanism to better evaluate our ability to execute assigned roles, functions and missions. Readiness is primarily a function of personnel, material condition of hardware and facilities, supply, and training. We formally assess: people and equipment which directly support the operations and training of our operating forces (ships, squadrons, Fleet Marine Forces, operational staffs); Operating Tempo accounts (fuel, steaming days, aviation flight hours); maintenance (depot, intermediate, and organizational level, and munitions maintenance); spare parts (initial, outfitting, and replenishment parts); repositioning and surge capability (amphibious equipment, Fleet Hospital program, Coast Guard support, Maritime Prepositioning Force); combat support/munitions (Construction Battalions, diving/salvage, Explosives Ordnance Disposal, range support equipment, service-wide transportation); and installations (industrial facilities). The Operations and

Maintenance (O&M) appropriations are the primary source of readiness funding. Our challenge has been to balance force structure reductions with smaller O&M funding while still retaining a high level of readiness for the remaining forces. The readiness charts we have included in this Posture Statement summarize readiness in various functional areas. These charts indicate that today's readiness remains high.

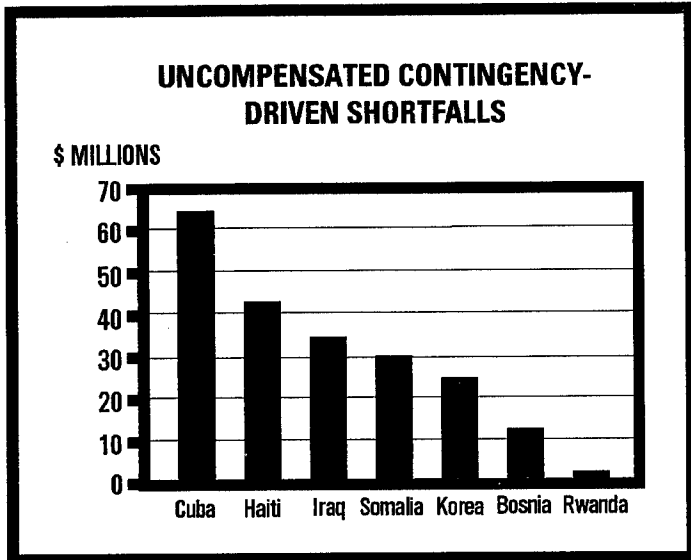
Readiness is our number one priority, and people are the key to readiness. Today, we enjoy the finest personnel quality in Navy and Marine Corps history. The All Volunteer Force, supported by past investments in compensation and quality of life programs, is successfully providing a mature, highly motivated blend of the right number of people and the right mix of skills.

That said, we are increasingly concerned about potential readiness problems. The pace and immense cost of supporting unanticipated contingencies and commitments hinder our efforts to stay ready. The cost of the numerous crises detailed earlier in this report ran into the hundreds of millions of dollars last year—far more than anticipated and budgeted. By their very nature, emergent contingency operations are unpredictable in scope and duration, and do not allow for totally clear advance planning and budgeting.

The money to support a far higher tempo of overseas operations than previously expected is being diverted from other pressing needs in our budget. For example, in FY 94, our total shortfall due to contingency operations was \$387 million. This shortfall was partially corrected by receipt of \$124 million in supplemental funding from Congress and \$56 million from the Defense Emergency Relief Fund. To cover the remaining \$207 million shortfall we had to take the following actions: defer ship supply and equipment purchases; defer ship inactivations; ground aircraft just returned from deployments; reduce flying hours for selected aviation squadrons; defer depot and intermediate level maintenance on ships; and postpone real property maintenance and other needed infrastructure investments. This emphasizes the importance of receiving timely supplemental funding when contingency operations occur. Repeated un-



programmed operations without subsequent compensatory funding will compromise combat readiness and damage our future military capabilities.



These reprogrammings came directly out of funds used to maintain Fleet readiness. Last year we sought and received Congressional approval for reprogrammings to cover shortfalls caused by unplanned contingencies. This year we are again seeking expedited approval of reprogramming requests as well as emergency supplemental appropriations to avoid the impacts on readiness these continuing requirements would otherwise have on our operating accounts. While we expect to recoup some of the actual dollars lost through supplemental appropriations, we are rarely able to fully recoup lost training opportunities.

In an effort to address these types of year-end shortfalls, the Secretary of Defense has proposed legislation, as part of the FY 96 Budget request, that would mitigate the impact of unfinanced contingency operations on end-of-the-year Service readiness. The proposal calls for "Readiness Preservation Authority," which would be made available only in the last half of the fiscal year, and which would only be used for direct readiness activities such as unit training. We strongly urge favorable consideration of this initiative as a vital step in maintaining the critical readiness which our forces require in this uncertain security environment.

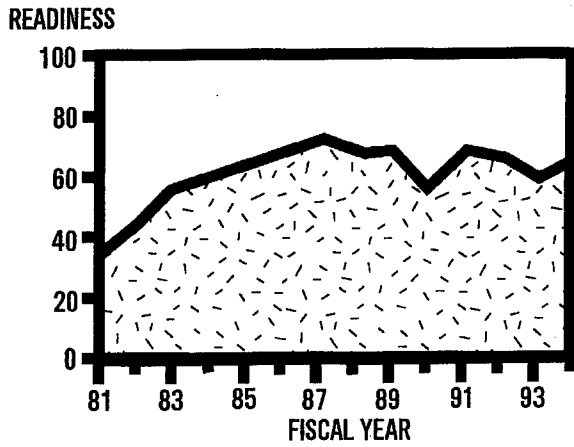
Heavy demand for our forces this year indicates that

our previously programmed force requires modest adjustment to meet levels of operations actually being experienced. We need to make these adjustments in order to avoid excessive PERSTEMPO. We are paying particularly close attention to our surface combatant force and amphibious lift capacity. This year we have planned to retain additional FFG 7s. To put this modest change to our surface combatant force in perspective, in 1987 we had a force high of 218 ships; we are now programmed for 126 in FY 96; 116 Active and ten Reserve. We are also placing two LSTs in the Naval Reserve. In accordance with the Defense Planning, our LST plan permits us to continue meeting our fiscally constrained goal of 2.5 MEB equivalents. This modest increase in force structure, resulting in a Fleet of about 350 ships, will better enable us to carry out expected tasking.

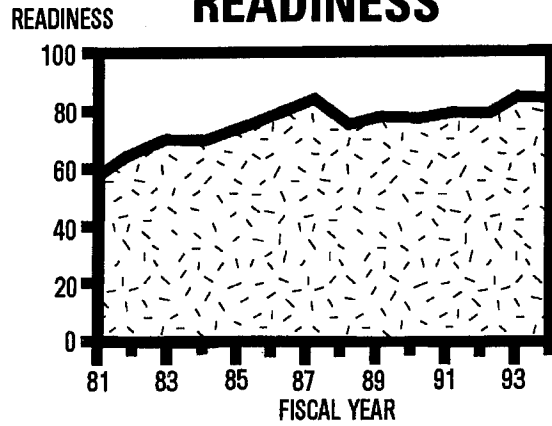
Future preparedness also received increased attention during the year as we continued to modernize to meet the national security requirements of the 21st century. Future readiness is facilitated by correctly sizing the force. We recognize that a force that is either too big or too old drains our resources and causes too much effort to sustain. A force that is too small places too many demands on people and equipment—it wears them down to a level that puts readiness at risk. While we are clearly committed to being smaller and more modern than the Navy and Marine Corps of the 1980s, there is a break point where capability will soon not be able to replace lost structure. During 1994, 76 ships were decommissioned and 282 aircraft retired. Maintaining a force that is sized correctly to meet our obligations requires close scrutiny, and we are providing that on a continuing basis.



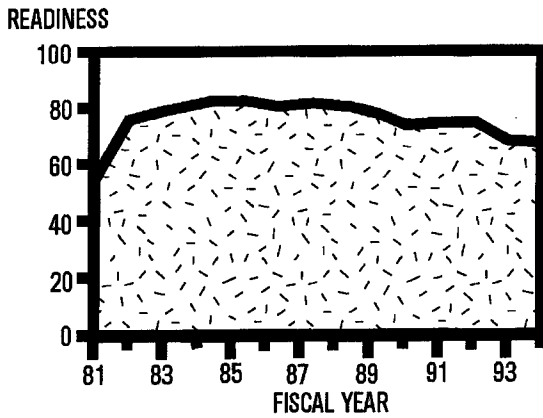
## SHIP READINESS



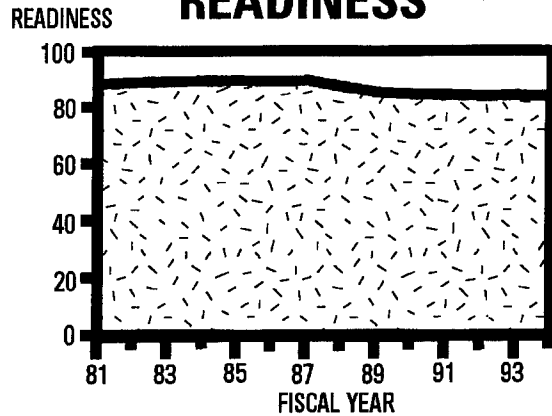
## USMC FIXED WING READINESS



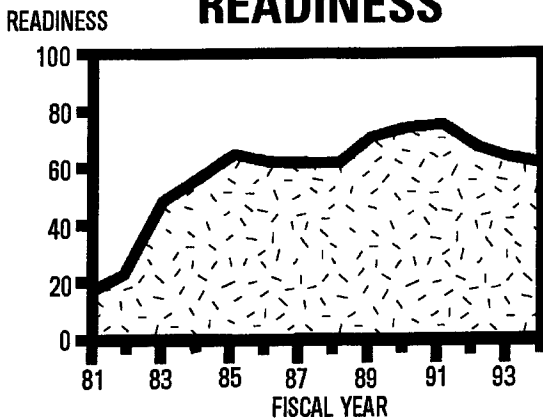
## SUBMARINE READINESS



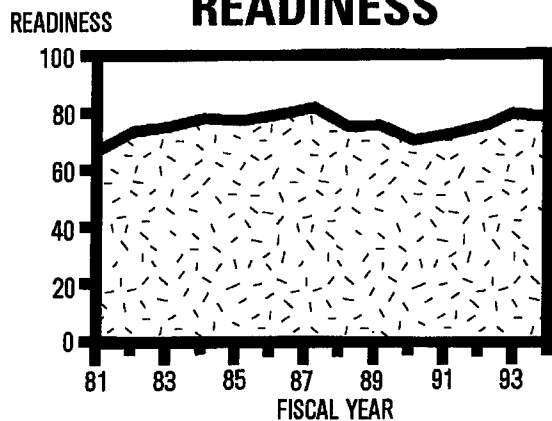
## USMC GROUND EQUIPMENT READINESS



## NAVY AVIATION READINESS



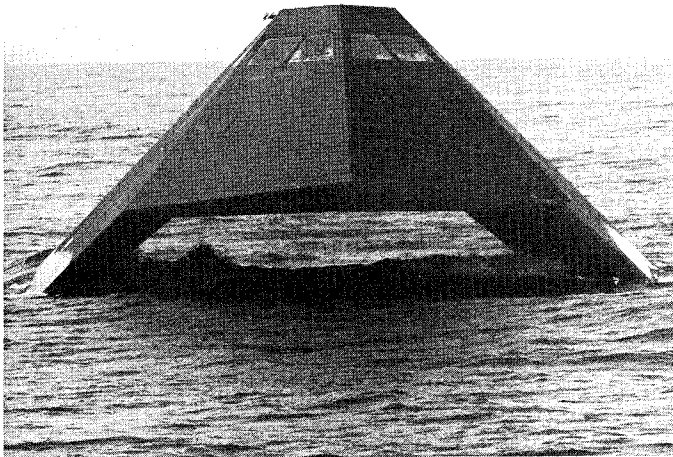
## USMC ROTARY WING READINESS



## IV. TECHNOLOGY

we have integrated technology development, from scientific research through prototyping. We have focused our efforts to rapidly insert affordable new capabilities into acquisition programs.

The Department's technology plan supports modernization by focusing on three major areas: advance technology insertion, affordability, and commercially available technology.



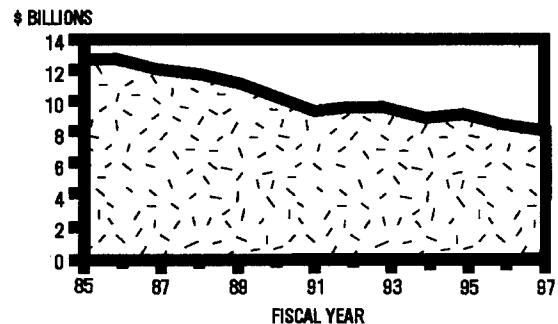
As we rightsize our naval forces to meet today's mission needs, we must continue modernizing weapons, systems, and platforms. Maintaining the technological superiority we now hold over potential adversaries is absolutely critical for success with the smaller force towards which we are moving.

### OUR TECHNOLOGY PLAN

Operating in the littoral environment demands that naval weapon systems and equipment be survivable, suited to joint operations, and able to support maneuver warfare from the sea. New threats and missions defined by littoral warfare mandate improvements in a wide range of capabilities. Examples include: strike operations, Theater Ballistic Missile Defense, Ship's Self Defense, Cooperative Engagement Capability, Naval Surface Fire Support, surveillance, communications, sealift, amphibious lift, and mine countermeasures. Therefore, programs such as the F/A-18E/F, Flight IIA DDG 51, the New Attack Submarine, V-22, AAV, and the JAST program have been designed to meet the mission needs we now see in an affordable manner.

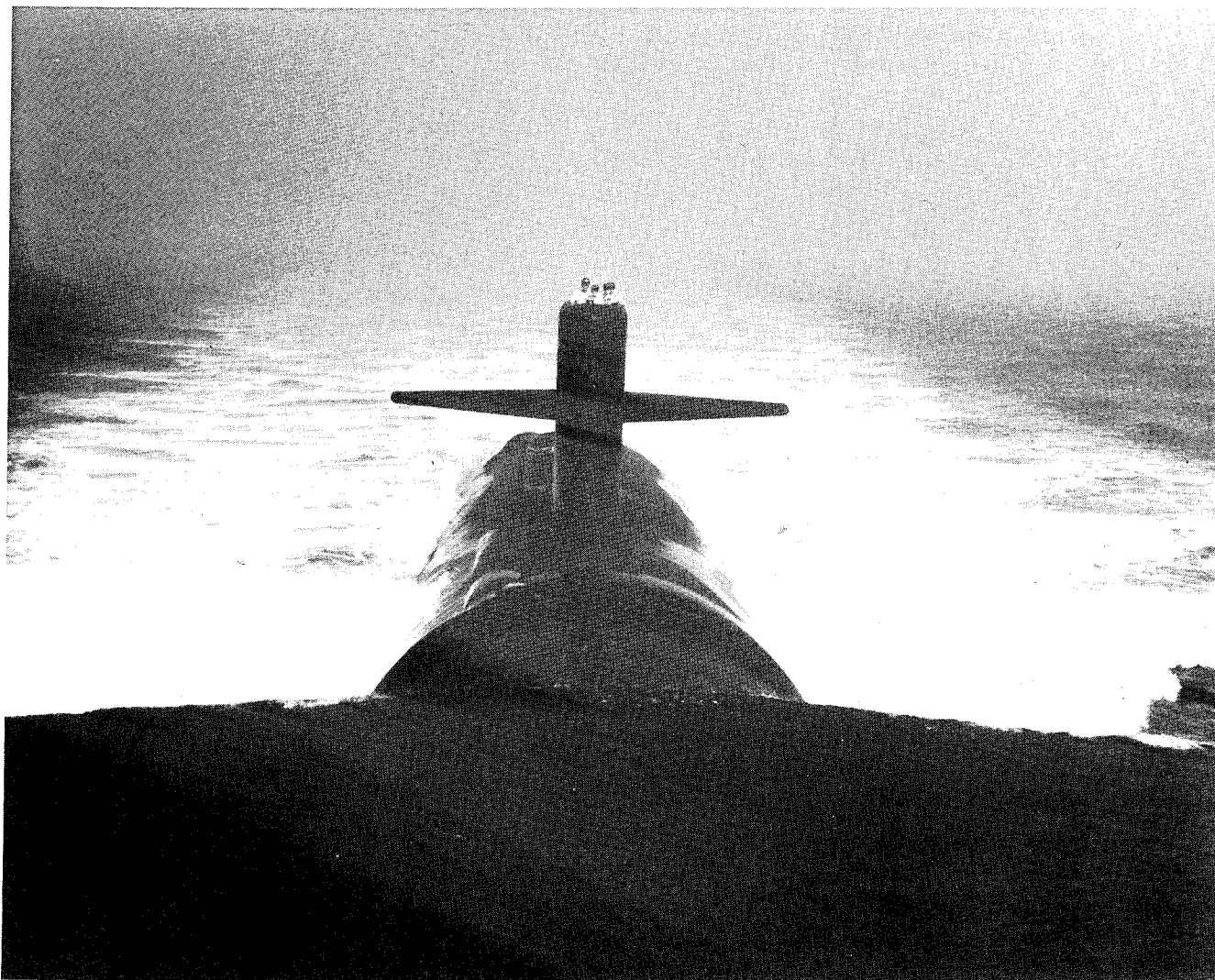
Just as the capabilities of today's naval forces are the direct result of past science and technology successes, the quality of our future naval forces is contingent upon current investments. The Department's modernization strategy is based on fielding technologically superior forces. In our commitment to improve the Department's Science and Technology program,

### RESEARCH & DEVELOPMENT FY-96 CONSTANT \$ BILLIONS



We are pursuing advanced technology insertion in both current and new acquisition programs. Recognizing that scarce resources will not support development of many new systems, we are updating our most capable and relevant weapons systems, platforms and equipment by fully exploiting the most promising technologies available in the marketplace. The F/A-18E/F program is an example of how we have leveraged our prior investment in an existing weapons system—the F/A-18C/D, with new technologies to meet emerging requirements. We are remanufacturing a number of AV-8B aircraft to provide the Marine Corps with a highly effective day/night close air support capability. Advanced technology insertion is fundamental to all of our efforts to maintain our technological edge.

Affordability is being considered at every step—from basic research and development through transition of technology to our acquisition programs. By working closely with our partners in industry, through innovative efforts such as Advanced Concept Technology Demonstrations and the Manufacturing Technology program, we are proving new concepts while mitigating technical and production risks before com-



mitting to full scale development. Because only the most promising technological opportunities are considered, we anticipate weapons system development at realistic costs. Advanced Concept Technology Demonstrations also offer the prospect of reducing the time required to field new systems by leveraging technologies developed in the private sector.

In view of reductions in defense procurement, we can no longer afford to routinely maintain defense science, technology, and industrial bases separate from the private sector. Therefore, we are pursuing two broad strategies. The first uses “spin on” technologies—commercially available technologies that can be adapted for military use. By maximizing the use of Commercial Off the Shelf (COTS) and Non Developmental Items (NDI), we benefit from technology that has already been developed for civilian use

and can thus reduce cycle times and overall program costs. The E-2C Hawkeye carrier airborne warning and control aircraft mission computer upgrade is an excellent example of such a program.

Our other strategy employs “spin off” military technologies that also have commercial application. The Global Positioning System (GPS) is one example of a technology originally developed for military navigation, but which has many civilian uses as well. Another example of “spin-off” technology offering a significant potential payoff for our economy is the innovative tiltrotor technology at the heart of the V-22 Osprey. By producing the V-22 at home and not abroad, jobs will be created to satisfy anticipated domestic and international demand for this new aircraft. Through programs such as Manufacturing Technology (MANTECH), Navy-Industry Coopera-

tive Research and Development Agreements (CRDAs), and patents that transfer Navy-developed technologies to the commercial sector, we are building mutually beneficial partnerships with industry. Our technology investments also include environmental efforts such as technologies that help manage plastic waste or destroy other solid waste in an environmentally benign manner. These efforts will aid both the Navy and civilian ships by helping avoid the unnecessary discharge of these materials into the oceans.

### **MODELING AND SIMULATION**

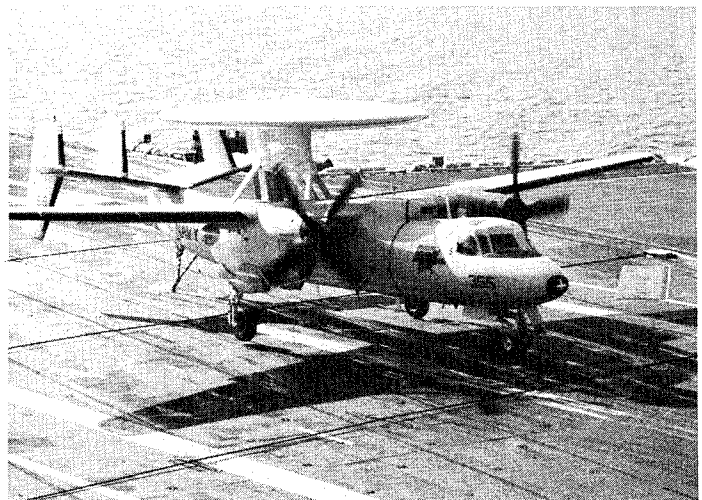
The Department of the Navy is aggressively expanding and refining its use of Modeling and Simulation (M&S) and is participating in cooperative M&S developments with the other Services, OSD, Joint Staff, industry and academia. These efforts include wargame design, joint M&S working groups, and common M&S data base development. Growth towards achieving the full potential and implementation of M&S systems and data in the Department is being strengthened through the Department of the Navy Modeling and Simulation Management Office (DONMSO), responsible directly to the Under Secretary of the Navy. Future technical and policy efforts will include: development of a joint high-level architecture for Modeling and Simulation; oversight and maintenance of a model repository; development and implementation of Verification, Validation, and Accreditation (VV&A) procedures; and provision of technical assistance to model users and developers.

The newly formed Navy Modeling and Simulation Management Office (NMSMO) is developing a Master Plan and Investment Strategy to provide centralized coordination within the Navy M&S community. Specific efforts being pursued include: support of joint and naval exercises which innovatively use M&S technologies for Fleet, staff, and individual training; and review of resource expenditures on new Modeling and Simulation developments. The Marine Corps Modeling and Simulation Management Office (MCMSMO) continues to expand on the Commandant's M&S Master Plan through the development of a detailed M&S investment strategy. The Marine Corps is further pursuing a cooperative development with the Army's National Training Center to incorporate individual Marines and their weapon

systems into a virtual reality training environment.

By expanding existing capabilities and exploiting emerging technologies, the Department is using M&S to support all phases and milestone decisions of the acquisition process. For example, in conjunction with ARPA, Navy shipbuilding and weapon programs are leveraging M&S to reduce-risk and design costs. To minimize costly fabrication, both the New SSN and LPD 17 programs are using computer-aided design, computer-aided manufacturing, common databases, and virtual prototyping to create electronic mockups that integrate engineering and production functions. The Joint Advanced Strike Technology (JAST) program is also using extensive simulation in the definition of joint Service requirements and assessment of high payoff technologies. Additionally, combat systems programs such as Theater Air Defense are using distributed simulation to evaluate weapon effectiveness in complex environmental conditions.

The Department of the Navy also gained invaluable experience with distributive interactive training exercises this year. The Marine Corps is working directly with the ARPA Synthetic Theater of War (STOW) effort at the Marine Corps Air Ground Combat Center in Twenty-nine Palms, California. Navy and Marine Corps units linked virtual and constructive simulations with live maneuvers in the joint Synthetic Theater of War-Europe (STOW-E) training demonstration. This world-wide exercise provided joint training in command, control and communications intensive situations and allowed for tactical team building.



# V. EFFICIENCY

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## **PROCESS REFORM**

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### **QUALITY**

Spearheading process reforms within the Department of the Navy is Total Quality Leadership (TQL), a management approach adopted in 1989. Navy and Marine Corps commands are using TQL principles and tools in their daily operations to bring down costs and increase productivity.

The Department received wide recognition this past year for its quality initiatives. For example, the Federal Quality Institute described the Department as the world's largest quality organization. In recognition of our efforts over the past two years, the Department has received over 15 major quality awards. The most notable of these was the Presidential Award for Quality, presented to the Naval Air Systems Command. Winning this award reaffirms that the Department's approach is meeting the highest standards set for industry.

### **REFORM INITIATIVES**

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In furtherance of *The National Performance Review* (NPR) objectives to radically change the way government operates, the Department of the Navy has undertaken several major initiatives. These include waiver authority delegation, cycle time reductions, acquisition reform and the Reinvention Laboratory Program.

The waiver authority delegation initiative encourages the process of elimination of unnecessary and burdensome restrictions on operational commands. The cycle time reduction initiative will create shorter turnaround times on all time-driven processes so as to create savings that can be applied to enhance readiness. Acquisition reform has been embedded in the procurement process by the establishment of the Deputy Under Secretary of Defense for Acquisition Reform. The Reinvention Laboratory Program employs the key principles of the NPR to cut red tape and begin experimenting with new and innovative ways of doing business. This bold initiative is in place at eighteen activities to date. We are reengineering key management processes so that the taxpayer will receive the best defense for their investment.

In addition to these efforts, the Department had several notable success stories. We began integration of Navy and Marine Corps tactical air wings. As a result of this effort to manage TACAIR as a Department of the Navy asset, the requirement to stand up five additional strike/fighter squadrons was eliminated at a cost avoidance of approximately \$700 million over the period of the FYDP. We are also decreasing costs by closure of three naval shipyards and three aviation depots determined to be in excess by BRAC 91 and 93. Once closure is complete, we will have reduced three of six of our aviation depots and three of eight of our naval shipyards to better align capacity with need.

We have successfully pursued an inventory strategy that has significantly reduced spare part inventories while continuing to support operational readiness. We have achieved a 39 percent inventory reduction from 1989 through 1993 through the following initiatives: elimination of CONUS-based intermediate level inventories; application of our new Readiness Based Sparing program that optimizes spare part allowances; refinement of retention and disposal policies; and sound positioning of spares at the waterfront. In addition to reducing inventories, Navy's Asset Visibility Program, winner of the 1994 Defense Superior Management Award, has afforded us greater control and visibility of inventory assets, saving us over \$190 million. We continue to leverage the trade-off among inventory, transportation and weapon systems availability as a key to our inventory strategy.

### **ACQUISITION REFORM**

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Acquisition reform is focused on both reducing cost and making the acquisition process more responsive to rapidly changing technology. Our initiatives in this area are grounded on three fundamental principles: advanced technology insertion, incorporation of "best commercial practices," and cost reduction. Today's most advanced technologies, notably computer and communications systems, are most likely to be found in the private sector. The Department's focus is to insert commercially developed technology into our acquisition programs early. Doing so permits cost avoidance and allows us to benefit from access to the most advanced technology available. Best commercial practices are being applied in all of our procurement programs to affordably acquire sys-

tem performance, quality, and reliability. Initiatives such as Integrated Product and Process Development are steps in this direction. Cost reduction initiatives are also incorporated in every phase of the acquisition process. Process cost reduction is crucial to our ability to modernize with smaller budgets. We achieve significant reductions in cost through value engineering, streamlining our infrastructure, and expanding the use of Modeling and Simulation.

The key to sustained improvement and long-term success in acquisition reform is twofold: (1) training and education of the acquisition workforce, and (2) cultural change. To achieve both of these aims, the Department of the Navy has established an Acquisition Professional Community of highly skilled military and civilian personnel who are changing the culture of how we do business in acquisition. We have enhanced certification requirements in the majority of the Department's acquisition career fields to ensure that our 30,000 workforce members are provided the most up-to-date training needed to do their jobs. We are also continuing to provide tuition assistance to the workforce to assist in funding education requirements.

In FY 94, the Department provided acquisition training to over 8,500 military and civilian personnel, an increase of nearly 50 percent over the number trained in FY 93, and representing over \$1.2 million in tuition assistance. Anticipating future requirements, we have initiated significant changes to our intern program which will ensure that the Department of the Navy has a cadre of acquisition professionals suited for conducting business well into the 21st century.

### **BASE REALIGNMENT AND CLOSURE (BRAC)**

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Our program seeks profound reductions to excess infrastructure. We have requested over \$3 billion in FY 96/97 to accomplish our base closure program. We are in the process of responsibly implementing the decisions of BRAC 88, 91, and 93. In these rounds of base closure and realignment, 98 bases and activities were designated for closure and 38 bases/activities for realignment. Of these we have already accomplished 49 closures and 11 realignments. At-

tempts to implement previous BRAC rounds have been hindered by underfunded appropriations. This restricts our ability to close facilities in a timely manner and delays expected savings, which in turn jeopardizes our ability to modernize our forces. It also delays returning these facilities to productive civilian use. We are sensitive to the impact that base closure has on communities that have hosted our forces. We are committed to effectively close and realign bases in a timely fashion by working closely with affected communities in support of their base reuse plan.

In the coming months the 1995 Base Realignment and Closure Commission will conclude its deliberations. Key elements of the BRAC 95 process included the mandate to treat all bases equally, to base all decisions on the approved Force Structure Plan and DoD selection criteria, and to ensure that only certified data will be used in the decision making process. We established procedures to scrupulously follow these ground rules. We have anticipated considerable savings from this round of closures, but if this process is delayed or full funding is not received, the savings we have projected will not be realized. The Department of the Navy will realize \$1.9B per year in savings from earlier BRAC rounds. It is absolutely vital that we stay the course; we must make the needed cuts to excess infrastructure in BRAC 95 in order to balance our base and force structure.

The bases and installations that we retain after the BRAC process are more important than ever. They facilitate readiness; they are where our Sailors and Marines perform needed maintenance and repair on ships, aircraft and other weapon systems, and support operational training. Our bases also contribute to overall morale, and thus readiness, by providing housing, social, recreational, religious, and other opportunities for Sailors and Marines and their families. Properly maintaining our bases is an important contributor to combat readiness.

### **ENVIRONMENTAL STEWARDSHIP**

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Our environmental programs are designed to ensure continued access and use of our bases and training ranges, and the surrounding land, water and air space. Without access to these resources, we cannot train our personnel individually or in units, test the perfor-

mance of existing weapon systems, or develop new capabilities to meet future threats. During major training operations we are sensitive to the impacts on endangered species, critical habitat, marine mammals, wetlands, wildlife refuges, and marine sanctuaries. However, at an even more fundamental level, we recognize that loss of access to these areas due to a breach of environmental standards, or failure to balance military needs with natural resource preservation efforts, would have a profound and immediate impact on our military readiness.

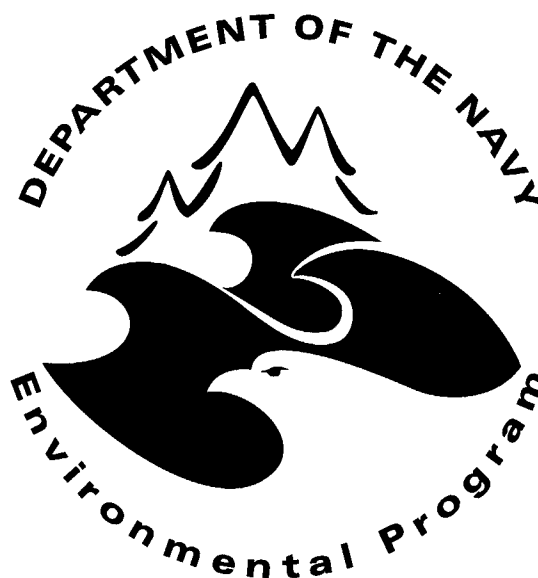
The Department of the Navy takes steps necessary to ensure that our operations comply with all applicable environmental laws, and to the extent practicable, promotes environmental objectives in tandem with naval operations. To achieve these objectives, the Department has developed a plan that includes budgeting and funding for environmental programs, providing sufficient numbers of qualified, well-trained people to work environmental issues, implementing a comprehensive environmental training program for military and civilian personnel, and establishing excellent communications and outreach programs to foster good community relationships at our installations.

The Navy and Marine Corps have initiatives underway to improve our environmental and natural resource responsiveness. Our programs for cleanup of contamination from past activities, compliance with environmental requirements, conservation and protection of natural and cultural resources, and pollution prevention technology and process improvements match the best programs found in the private sector. Our outreach efforts to Federal regulators, state and local governments and environmental groups are educating us and earning new understandings with old and new partners in environmental protection. We are continuing the environmental clean up Kaho'olawe Island, a former weapons range in the Hawaiian Islands.

The Navy also demonstrated its concern for the marine environment during the recent underwater explosive shock testing of USS JOHN PAUL JONES (DDG 53). Working closely with biologists from the National Marine Fisheries Service, the Navy employed a sonobuoy detection array and conducted

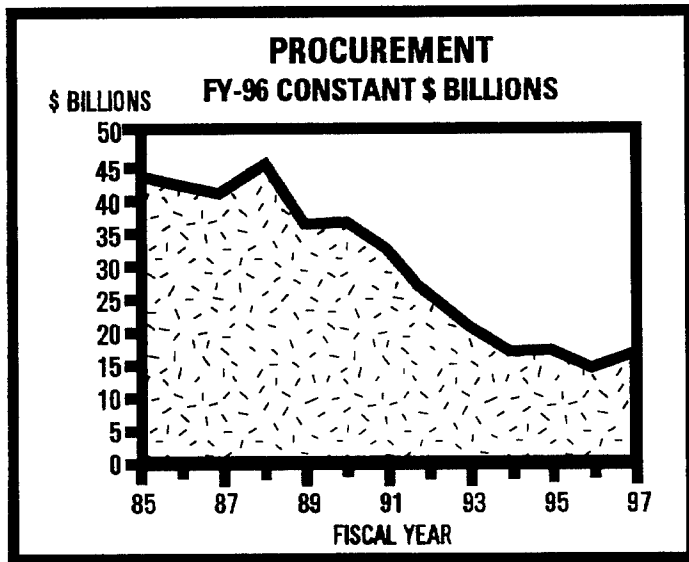
aerial surveillance of the at-sea test area prior to detonating the underwater explosive charges. The results of this effort were impressive. Not one marine mammal was killed or injured during the shock trial.

Our shipboard environmental program is a crucial effort for us to meet existing environmental standards and maintain operational flexibility. The Department is actively working to create an environmentally sound ship that can operate anywhere in the world and comply with environmental standards without undue reliance on support facilities. We lead an inter-agency effort to develop uniform national discharge standards for DoD vessels that would standardize state and local regulations and give us a single goal to meet. Our compliance, conservation, and pollution prevention programs are integral portions of our Operations and Maintenance funds. We are particularly proud of our pollution prevention efforts, and consider them an investment which will pay us back through reduced material procurement costs and lower waste disposal costs. While we have already achieved a 51 per cent reduction in hazardous waste disposal over the last five years, the President's Executive Orders 12856 and 12873 both open new opportunities to prevent pollution, use recycled products, and be a good neighbor to the environment and the communities in which we live and work.



## VI. OUR PROGRAMS

As discussed in the opening of this Posture Statement, naval forces contribute to national security throughout the full spectrum of operations—peacetime, crisis response, and war. In this final section we will provide an operational framework for how we plan to employ naval forces, and a more detailed description of specific elements of our program.



### OPERATIONAL FRAMEWORK

The key to future warfighting is our ability to successfully conduct and sustain power projection operations. The Naval Service provides many power projection options for joint strike. Among the most important of these are: precise or “smart” munitions delivered from sea based aircraft; “dumb” munitions delivered from “smart” aircraft; and a range of nearly precise air-delivered “competent” munitions, all of which yield increased precision at lower costs. Another of our power projection options are potent Marine Air-Ground Task Force (MAGTF) combat assault packages. Finally, our power projection options include the distributed strike available from increasingly versatile surface and submarine-launched Tomahawk Land Attack Missiles (TLAM), and longer range guns with precision projectiles.

With regard to tactical air capability, naval aviation sortie generation rate is critical for early success in combat and plays an enabling role in preparing the arrival of heavy, land-based Services. The unique value of having an aircraft carrier in international

waters, where there are no sovereignty constraints, is undisputed. Eleven active and one operational reserve aircraft carriers are essential to implementing our national strategy. We have undertaken several new approaches to increase the numbers of sorties from our carriers and expedite closure of expeditionary airfields, to include augmentation of aircrews during periods of heightened tension. We are also proceeding with a one-ship enhancement to our Maritime Pre-positioning Force, as authorized and appropriated by Congress. This enhancement will transport, among other assets, an expeditionary airfield, to a crisis area for early introduction of Marine Corps tactical aviation ashore. Most importantly, we are conducting joint exercises around the world to demonstrate these capabilities.

Power projection is also significantly enhanced by such standoff weapons systems as: Block IV Tomahawk, Standoff Land Attack Missile (SLAM), Joint Direct Attack Munitions (JDAM), and the Joint Standoff Weapon (JSOW). We are completing plans necessary to rapidly improve our Naval Surface Fire Support (NSFS) capabilities and thus be able to strike from our surface combatants at targets with unparalleled precision and lethality.

Employing the concept of *Operational Maneuver From The Sea*, and tactical maneuverability within the battlespace, the Marine Corps, with the addition of the V-22 Osprey tiltrotor aircraft and Advanced Amphibious Assault Vehicles (AAAV), will have an unprecedented capability for power projection with less vulnerability to emerging threat systems. With these critical replacements for aging systems in place, we will be able to maneuver combat forces over far larger distances and in less time than is currently possible. Added to the current capabilities of our Air Cushioned Landing Craft (LCAC), this new operational reach will revolutionize forcible entry operations from the sea. Acquisition of the V-22 is a Department of the Navy priority program, and the Marine Corps highest priority service acquisition. Following repeated rigorous assessment, we have determined the V-22 is the best alternative to meet the medium lift needs of the Marine Corps. The AAAV will replace the current AAV7A1 with a state of the art amphibious assault vehicle that fulfills the surface mobility needs of the Marine Corps. The

next generation of technology represented by the AAV will allow naval expeditionary forces to eliminate the battlefield mobility gap. For the first time in the history of naval warfare, we will directly link maneuver of ships with landing force maneuver ashore into a single, seamless fabric giving both sufficient battlespace for maneuver, surprise and protection.

Sea-based Theater Ballistic Missile Defense (TBMD) systems will provide early cover for force insertion. Our TBMD plan will use AEGIS surface combatants for area defense (lower tier) and, if approved, theater-wide missile intercept missions. Marine improvements to the Hawk system will provide a ground-based, lower tier capability. Our plans will be developed in strict compliance with the provisions of the ABM Treaty. These layered defenses will provide early on scene air defenses that can intercept theater ballistic missiles, high performance aircraft, and cruise missiles including those armed with nuclear, biological, or chemical warheads. Naval TBMD responds to fundamental national defense concerns which require protection of our own, our allies' and our coalition partner's forces.

To do all of this, we are implementing plans to seamlessly link improved surveillance and C4I information systems with new strike capabilities. We are pursuing cost effective initiatives to better enable our ships to share tactical information with each other and with joint forces ashore. Our most promising initiative in this field is the Cooperative Engagement Capability (CEC). Highly successful surface to air missile firings conducted to test this system last summer exceeded our expectations. This new ability will allow our ships and forces ashore to share sensor information and thus more effectively engage hostile forces not held by the firing ship. We have programmed for an accelerated installation of this force-multiplying capability.

We are continuing to rapidly install improved self-defense systems on amphibious ships, destroyers and frigates to ensure they can better defend themselves against rapidly proliferating sea-skimming, Anti-Ship Cruise Missiles (ASCMs). Similarly, we continue to pursue shallow water anti-submarine and countermine initiatives.

Attack submarines continue to play a key role con-

ducting covert precursor surveillance of the battlespace. Their ability to sweep ahead of naval expeditionary forces underpins naval dominance of the littoral. Their unmatched ability to seek out and destroy potential surface and subsurface adversaries, strike capabilities and flexibility hosting Special Operations forces makes them principal assets to the Joint Forces Commander. Our plans to procure the third SEAWOLF and the follow-on New Attack Submarine will ensure we maintain these critical capabilities well into the next century.

## **ELEMENTS OF OUR PROGRAM**

To successfully operate in the manner that we have described, we are developing an array of programs designed to provide National Command Authorities the optimum tools for a wide spectrum of missions. The Navy-Marine Corps team has carefully blended the right mix of capabilities to carry out these missions. Among the programs developed are:

**Aircraft Carriers:** Our force of eleven active and one operational reserve aircraft carriers form the centerpiece for our global power projection capability. In addition to their strike firepower, they serve as mobile nodes of our world-wide command and control network. This year we let the contract for CVN 76. This will provide the nation our tenth nuclear-powered aircraft carrier and is an investment which guarantees security benefits beyond the midpoint of the next century. The Nation's force of highly mobile, sovereign, fixed-wing sea bases proves daily its unique flexibility, sustainability, readiness, and combat power as it provides presence and rapid crisis response throughout the world's troubled littoral regions.

**F/A-18 Hornet:** The F/A-18 Hornet is the backbone of naval strike aviation. We seek funding for 12 F/A-18C/D aircraft in FY 96. Procurement of 12 F/A-18C/Ds in FY 96 permits the orderly transition to Low Rate Initial Production of an improved strike-fighter, the F/A-18E/F, in FY 97. This improved version builds on the proven technology of earlier models. In particular, the F/A-18E/F will have greater payload flexibility, an increased capability to return to the carrier with unexpended ordnance, room for growth and enhanced survivability features. It will increase our capability to conduct night strike war-

fare, close air support, fighter escort, air interdiction, and fleet and landing force air defense. The F/A-18E/F will also compliment the future aircraft evolved from the JAST concept, and provide the majority of strike-fighter assets on aircraft carriers. It is critical to our overall modernization plans that this system receive full support and funding from Congress.

**F-14 Upgrade:** We intend to further improve our carrier airwing multi-mission capabilities, including close air support, by upgrading 251 F-14 air superiority fighters with a precision ground attack system. This will increase the total number of multi-mission, precision strike capable aircraft in today's carrier air wings—a key step as we restructure for warfare in littoral areas.

**AV-8B Remanufacture:** The remanufacture of the AV-8B Day Attack Harrier to the AV-8B Radar/Night Attack Harrier configuration will increase the multimission capabilities of this proven aircraft in the role of Offensive Air Support. This program greatly increases the Harrier's night, reduced visibility, and under the weather capabilities for close air support as well as enhancing the air defense capability of Amphibious Ready Groups. This program also enhances the combat agility and survivability of the aircraft through configuration standardization and safety enhancements. The AV-8B Remanufacture program provides modern aircraft to ensure maximum availability of precision weapons and sensors in support of Marine expeditionary forces.



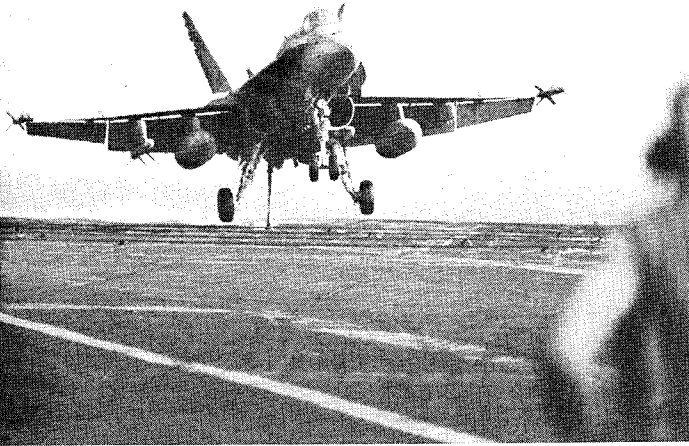
**Joint Advanced Strike Technology (JAST):** The Joint Advanced Strike Technology program serves as the Department of Defense's focal point for defin-

ing future strike aircraft weapons systems for the Navy, Air Force, and Marines. The key focus of the program is affordability—reducing the life cycle cost of follow-on strike aircraft development and production programs. The JAST program does this by facilitating development of fully validated, affordable operational requirements, and investing in and demonstrating the key leveraging technologies developed by the Science and Technology community. This serves to lower risk and cost, while increasing commonality in our next generation strike systems. The program will lead to a joint Engineering and Manufacturing Development (E&MD) program for a family of strike aircraft systems which meet the range of service requirements. In addition, the Advanced Research Project Agency's Advanced Short Takeoff/Vertical Landing (ASTOVL) effort has been fully integrated into the JAST program.

**Expeditionary Air Support:** Essential to the sustainment of our expeditionary assets are both the Marine Aviation Logistics Support Program (MALSP) and the Expeditionary Airfield 2000 (EAF 2000). MALSP is a structured but flexible method of organizing, deploying, and employing Marine aviation logistics capabilities. Incorporation of the International Maritime Satellite (INMARSAT) has improved the responsiveness of MALSP with the ability to accommodate the timely reordering of aircraft parts from anywhere in the world. The EAF 2000 program provides the means to construct an airfield at an austere site with a 3850 foot runway, associated taxi-ways, arresting gear, lighting, and parking for 75 tactical and 4 transport aircraft. An EAF 2000 can be operational within days.

**Air-to-Ground Weapons Programs:** The three most significant joint air-to ground weapons development initiatives are the Joint Standoff Weapon (JSOW), Joint Direct Attack Munitions (JDAM) and Standoff Land Attack Missile Expanded Response (SLAM-ER). JSOW is a Navy-led program with the Air Force that will provide an air-to-ground standoff attack capability against a variety of targets during day, night and adverse weather conditions. JDAM, an Air Force-led program, will develop adverse weather guidance kits and multi-function fusing for general purpose bombs. Recent Cancellation of the Tri-Service Standoff Attack Missile (TSSAM) pro-

gram has put an urgent requirement on the SLAM-ER program to meet Department of the Navy's near term requirements. SLAM-ER modifies the original SLAM, yielding nearly double the range, increased penetration of hardened targets, increased data link control range and enhanced missile survivability. It will meet the Department's near term requirement for a Standoff Outside Area Defenses (SOAD) precision air-to-ground weapon.



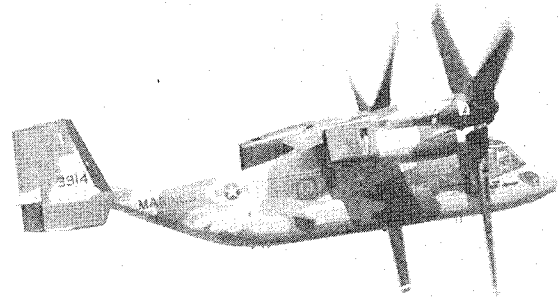
**Air-to-Air Weapons Programs:** Foremost among our air-to-air weapons programs is a SIDEWINDER upgrade (AIM-9X). AIM-9X, a Navy-led program with the Air Force, is an evolutionary development to provide an improved seeker and more maneuverable airframe. The Departments of the Navy and Air Force are also working closely together on the development and production of improved versions of the Advanced Medium Range Air-to-Air Missile (AIM-120). The improved AIM-9X and AIM-120 are being defined in a total systems approach to avoid unnecessary duplication in capability and to assist in overall affordability of air-to-air weapons.

The close working relationship between Services on these weapons includes coordination of basic technology projects that feed umbrella programs. We will continue to seek opportunities to develop all weapons systems jointly and thus responsibly execute our budget authority while meeting national defense needs.

**Amphibious Lift:** Naval amphibious forces remain the Nation's only self-sustainable forcible entry capability. These forces will enable further introduc-

tion of military forces when required. To transport, provide presence, and deploy highly capable Marine expeditionary forces effectively, the Department is modernizing and tailoring its amphibious forces to provide an over-the-horizon launch capability. The capability of 12 Amphibious Ready Groups (ARGs) meets forward presence requirements. Vital to this capability is the continued modernization of the Navy's amphibious shipping.

The Department of the Navy's plan provides amphibious lift for 2.5 Marine Expeditionary Brigade (MEB) equivalents, in accordance with Defense Planning. The goal is met through a combination of Active, Reserve and Ready Reserve Fleet assets. It is our assessment that a degradation of our Active Fleet vehicle lift capability, one of the five parameters which define amphibious lift capability, continues to be an acceptable risk through innovative use of LSTs and LKAs in the Naval and Military Sealift Command Reserve Force. Long-term shortfalls in Active Fleet ship lift will improve with the introduction of the new LPD 17 class, programmed to begin in FY 98. With first delivery in FY 04, LPD 17 will replace the aging LPD, LKA, LST, and LSD 36 class ships. The commissioning of the twelfth LPD 17 in 2010 will bring amphibious lift by Active Fleet ships to 2.5 MEB equivalents. The Department has programmed for funding a seventh LHD in FY 01. We also plan for delivery of four LSD 49 class ships over the next five years. Because of the age of our amphibious force, it is critical that these programs not be delayed. Our program is carefully crafted to assure satisfying our Active Fleet goal of 2.5 MEB lift equivalents at the earliest feasible date; any slip in new ship procurement could delay attainment to beyond 2010.



**V-22 Osprey:** Effective application of *Operational Maneuver From The Sea* requires the capability to

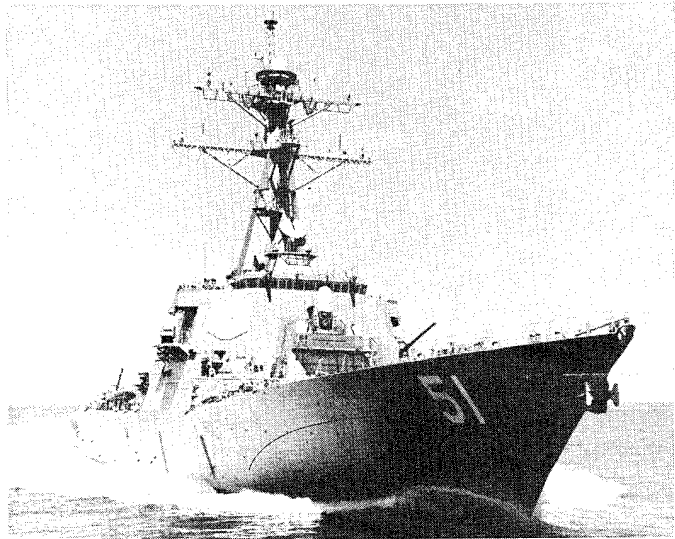
project forces deep inland from positions over the horizon and to maneuver effectively within the established battlespace. This will vastly complicate an opponent's defensive problem and substantially reduce friendly losses. To realize this capability, we must replace the existing fleet of slow, aging medium lift helicopters, comprised of the Vietnam era CH-46E, and the over two decades-old CH-53D. We will do this with the V-22, which will serve as the backbone of the Marine Corps assault support force well into the 21st century. In FY 97 we will begin Low Rate Initial Production on the first lot of V-22s for the Marine Corps. This aircraft will provide a quantum improvement in mobility and tactical flexibility, complementing the revolutionary technology incorporated in the Advanced Amphibious Assault Vehicle and permitting unprecedented maneuver by amphibious forces. The V-22 is the Department's highest aviation priority for the Marine Corps.

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

The AAAV will provide the Marine Corps with its primary means of armor protected ship-to-shore movement, and further movement with other ground combat vehicles ashore. Currently in the concept exploration and definition phase of the acquisition process, it is envisioned as a companion to the V-22 within the *Operational Maneuver From The Sea* concept. The AAAV is designed for high speed transit ashore from vessels standing well out to sea. It will also permit embarked troops to maneuver deep inland in a single, seamless stroke against the depth of the enemy's defenses. When it replaces the then 30 year-old AAV7A1, the AAAV will provide the Marine Corps with one of the most versatile, capable weapons systems in the world. It will materially enhance our ability to project decisive combat power ashore, as well as to maneuver ashore effectively using protected vehicles.

**ARLEIGH BURKE-Class Destroyer (DDG 51):**

Our joint strike capability is significantly strengthened by the introduction of our newest version of the ARLEIGH BURKE-Class Guided Missile Destroyer. Acquisition of this state-of-the-art warship is critical to the Navy modernization plan. Continued acquisition of the approved total ship program is required to support surface combatant force levels and multi-mission capabilities essential in littoral warfare. The

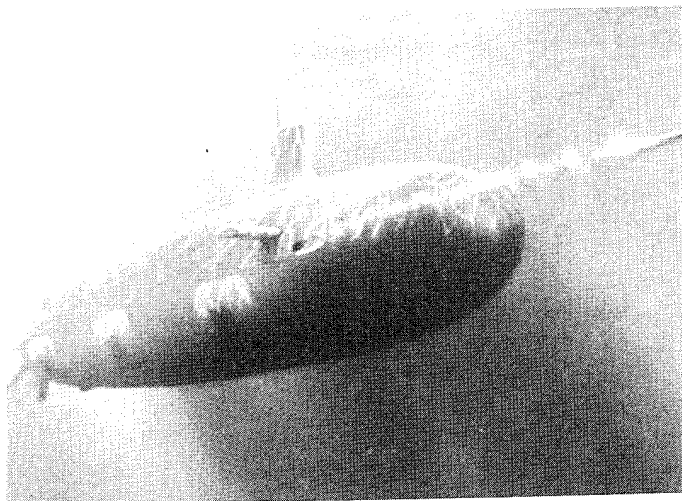


most survivable surface combatant built in the world, the DDG 51 operates offensively and defensively in multi-threat environments. It plays an integral part in power projection and strike missions through its land-attack cruise missile capability. It also provides battle space dominance and area defense for Carrier Battle Groups, Surface Action Groups, Amphibious Ready Groups and joint expeditionary forces. The AEGIS-equipped destroyers we have requested this year will incorporate essential warfighting improvements including improved surface to air missiles (SM2 Block IV), embarked helicopters, the Cooperative Engagement Capability, Joint Tactical Information Distribution System, and Theater Ballistic Missile Defense potential.

**Theater Ballistic Missile Defense (TBMD):** In response to the Joint Requirements Oversight Council-approved Theater Missile Defense Mission Needs Statement, and to meet an urgent national requirement, we are pursuing development of a Sea Based TBMD capability. The Navy Area TBMD capability is critical to support littoral warfare. Navy is developing an Area capability to be fielded in FY 97. It will provide the Nation's only forcible entry capability in the face of TBM attack. The Navy Theater Wide TBMD is equally important and will provide defense-in-depth over an entire theater of operations, in places of vital interest defended by U.S. forces and our allies. Advantages of Navy TBMD over other alternatives include: the ability to operate independent of foreign sovereignty constraints; frees up airlift resources in the critical early days of conflict (cur-

rently dedicated to support ground-based TBMD assets); dramatic cost effectiveness by leveraging existing AEGIS Cruiser and Destroyer capabilities and engineering base. Navy Area TBMD is fully compliant with the ABM treaty. Navy Theater TBMD is in the process of initial Treaty Compliance Review and is expected to be compliant.

**Naval Surface Fire Support (NSFS):** NSFS is the coordinated use of sea-based weapon systems to provide offensive support to the maneuver commander ashore. During the early phases of the amphibious assault, NSFS substitutes for Landing Force organic artillery. Once organic artillery is operational ashore, NSFS will complement the fire power available from artillery and close air support. The Navy-Marine Corps Team has embarked on an aggressive development program to significantly improve range and lethality of our surface fire support capability prior to 2001. The program plan includes improvements to existing MK45 five inch guns and propellants to achieve increased range, and development of gun-launched guided projectiles for increased range and improved effectiveness. Additionally, we are conducting shipboard firing tests of ATACMs, SLAM, and STANDARD missiles to evaluate future employment of fast reaction missile systems in support of forces ashore.



**SEAWOLF-Class Attack Submarine (SSN 21):** The third SEAWOLF-class submarine (SSN 23) represents a quantum leap in quieting, speed, and weapons payload which enable it to effectively counter the increasing numbers of quiet nuclear and diesel

submarines which may challenge our Navy. SEAWOLF is a multi-mission platform which combines absolute superiority in acoustic stealth with state of the art sensors and weapons systems, enabling it to project power ashore while dominating the undersea and surface battlespace. A significant portion of SSN 23 procurement costs have already been spent on long lead items, resulting in remaining costs roughly equal to those of one our most modern SSN 688I LOS ANGELES-class submarines. As the production bridge to the more affordable New Attack Submarine (New SSN), SSN 23 represents the linchpin in our submarine construction strategy. Repeated studies conclusively demonstrate that production of the SSN 23 provides the most economical method of preserving a national capability to design and build nuclear submarines, while also providing the nation with a necessary warfighting capability for the future. Production of the third SEAWOLF at the Groton, Connecticut shipyard will also mitigate the risk to the submarine industrial base by maintaining two nuclear construction shipyards. Procurement of SSN 23 in FY 96, followed by New SSN construction start in FY 98, will minimize the risk to our submarine industrial base and contribute to our long term force structure requirement for attack submarines.

**New Attack Submarine (New SSN):** The New Attack Submarine has been specifically designed to support our strategic concept *Forward...From the Sea*. Designed to dominate in the littoral areas, it also retains the capability to counter open ocean threats, providing the Joint Task Force Commander with substantial flexibility. By capitalizing on SEAWOLF technologies and innovative design, we are able to produce the New SSN at a cost significantly lower than SEAWOLF. Taking full advantage of state-of-the-art technology and manufacturing techniques, New SSN will enjoy unparalleled flexibility and room for growth to adapt to future missions and threats. New SSN will be a multi-mission platform designed with advanced acoustic and electromagnetic stealth to dominate the undersea and surface battlespace. Able to counter the littoral diesel and mine threats, it will also be capable of striking targets ashore with either cruise missiles or Special Operations Forces launched using equipment integral to the ship. Improved communications and electronic surveillance equipment will provide the Joint Task

Force Commander with real-time battlefield intelligence. The ability of this platform to operate forward of the rest of the Joint Task Force in areas of hostile aircraft, cruise missiles, submarines and mines will minimize potential U.S. losses of aircraft and other seaborne forces.

### **Tomahawk Baseline Improvement Program**

**(TBIP):** The core strike capability provided by modern surface combatants and attack submarines is the ability to launch precision strikes with Tomahawk Land Attack Missiles (TLAM). Our budget request seeks to fund the TBIP program to increase system responsiveness, flexibility, accuracy and reliability. This improved Tomahawk will be able to attack an even wider target set, with both greater reliability and reduced possibility of collateral damage.



**P-3C Orion:** The P-3C Sustained Readiness Program (SRP) ensures operational availability of existing 247 aircraft, extending operational service life from thirty years to aircraft fatigue life, approximately thirty-eight years. The Anti-Surface Warfare Improvement Program (AIP) enhances the Orion's capability to support both autonomous missions and joint battle group operations in the littoral. Improvements will allow the P-3C to collect, correlate, and confirm tactical data and transmit information back to the Joint Task Force Commander in near real time. This program additionally enhances the combat capability of Orion, by providing a short range air to surface weapon capability.

**Mine Warfare:** Mine warfare, to include both offensive mining and defensive mine countermeasures, is a key program of the Navy-Marine Corps Team particularly as our focus has shifted from blue water operations to expeditionary operations along the world's littorals. As seen in Operation DESERT STORM, the threat of sea mines is very real and becoming more acute as potential adversaries acquire an inventory of lethal modern mines. When combined with large stockpiles of older, though still effective sea mines, this threat poses an even greater challenge. Our ability to counter this mine threat is improving as modern mine countermeasures programs such as the MCM 1 and MHC 51 class vessels complete introduction. Other systems in our program which will improve our capability are the AQS-20 mine hunting sonar, SQQ-32 mine hunting system, Submarine High Frequency Sonar, Near Term Mine Reconnaissance System (NMRS) Unmanned Underwater Vehicles (UUV), and Remote Mine hunting System (RMS). The top mine warfare priority for the future is development of a clandestine mine surveillance, reconnaissance, and detection capability.

**Unmanned Undersea Vehicles (UUV):** The characterization of the battle space includes mine reconnaissance, surveillance, intelligence collection and tactical oceanography. To meet these needs, particularly those associated with mine warfare, we are developing the unmanned undersea vehicle. The Near-term Mine Reconnaissance System (NMRS) program was initiated to provide limited clandestine mine reconnaissance from LOS ANGELES-class submarines. To meet the Navy's long-term goal for a greatly improved clandestine minefield reconnaissance and avoidance system, the Long-term Mine Reconnaissance System (LMRS) is being developed. The LMRS UUV will be capable of rapid, thorough and accurate minefield reconnaissance and avoidance. Organic to the battle group, the role of LMRS will be to support the battle force by defining the scope and extent of enemy mining in any tactical situation, and to enhance the ability to conduct maneuver warfare from the sea by finding and exploiting gaps in the enemy's minefield.

Other UUV priority missions include undersea surveillance, intelligence collection operations (gathering information on ship types, movements, and ex-

ploitable characteristics) and tactical oceanography (in situ measurement of physical properties of the shallow water environment to update and improve the oceanographic database in coastal areas).

**Trident D-5 Missile:** This past year the Department of Defense reassessed the Nation's strategic deterrent posture in a comprehensive *Nuclear Posture Review*. This review called for sea based forces to assume a dominant position. We remain optimistic over the prospects for full implementation of the START II agreement, and confident that the survivability, flexibility and capability of the Nation's remaining Strategic Triad will be sufficient to deter potential foes of the United States. Fourteen OHIO-class submarines equipped with the Trident D-5 missile will be retained in the force. Four of these will have been upgraded to this powerful system.

**Joint Maritime Command Information System (JMCIS) Strategy:** The capability to develop a fused, real-time tactical picture—and share that picture throughout our forces is an absolute necessity in modern, joint operations. The JMCIS strategy is our most important initiative to do so. Under JMCIS, the Navy Tactical Command System Afloat (NTCS-A) and the Operational Support System (OSS) will process, display and share intelligence and sensor information from national, theater, and organic sources with all units and commanders to allow software and data integration with other Service capabilities. The Marine Corps deployable Intelligence Analysis System (IAS) and Tactical Combat Operations (TCO) workstations will be completely interoperable with JMCIS and the Global Command and Control System (GCCS) whether afloat or ashore. JMCIS is the Department's strategy to integrate naval C4I with GCCS standards.

**Strike Command, Control, Communications, Computers and Intelligence (C4I):** We are improving our strike-related Command, Control, Communications, Computer, and Intelligence systems through programs designed to establish more effective sensor-to-shooter links. Chief among these systems are the Cooperative Engagement Capability (CEC), Tactical Data Information Exchange System (TADIXS), Global Positioning System (GPS), the Afloat Planning System (APS), various advanced Electronic

Warfare Systems, the Fleet Satellite Communications system, Joint Tactical Information Distribution System (JTIDS), Multifunctional Information Distribution System (MIDS) and Tactical Aircraft Mission Planning System (TAMPS). In addition, programs that involve communication with allies on the battlefield, such as Identification Friend or Foe (IFF) show great promise for international collaborative development. The ability to detect, identify, and strike targets which can be easily hidden and rapidly employed is also critical to the targeting cycle. Representative systems include the SPY-1 radar, E-2C Hawkeye, TPS-59 radar, and BSY-1/QE2 combat system.

**Littoral C4I:** With the renewed likelihood of operations in the coastal environment, Littoral C4I has become a major focus of Navy-Marine Corps C4I efforts. In particular, amphibious and mine warfare operations are complicated military evolutions from a littoral C4I aspect. Operations must be coordinated with other Services and Allies, between fixed and mobile forces, both afloat and ashore. Connectivity and a common tactical picture must be maintained as forces move beyond the horizon or behind terrain. Representative programs include: JMCIS/MAGTF C4I/TCO integration, large-deck amphibious ship C4I upgrades, and modifications to USS INCHON to permit service as a Mine Warfare command ship.

**Intelligence:** This is the collection and analysis of information prior to, during, or after hostilities which provides an understanding of an adversary's capabilities and intentions. As disseminated to commanders, this knowledge of vulnerabilities, order of battle, defenses, command and control, strategy, tactics and concept of operations enables joint forces to maximize their chances of success while minimizing losses. To meet the need for properly trained intelligence personnel, we have formed three centers of Navy and Marine Corps intelligence and cryptologic training excellence. These centers not only provide unique naval training but host the Joint Task Force, Joint Targeting, Joint Intelligence Center and EW courses. Operators and intelligence specialists of all Services receive this training, just in time to assume key positions in joint warfighting commands. The Marine Corps is implementing an intelligence plan that sig-

nificantly increases intelligence manpower and improves training and career paths to enhance tactical intelligence support. Representative systems are detailed below:

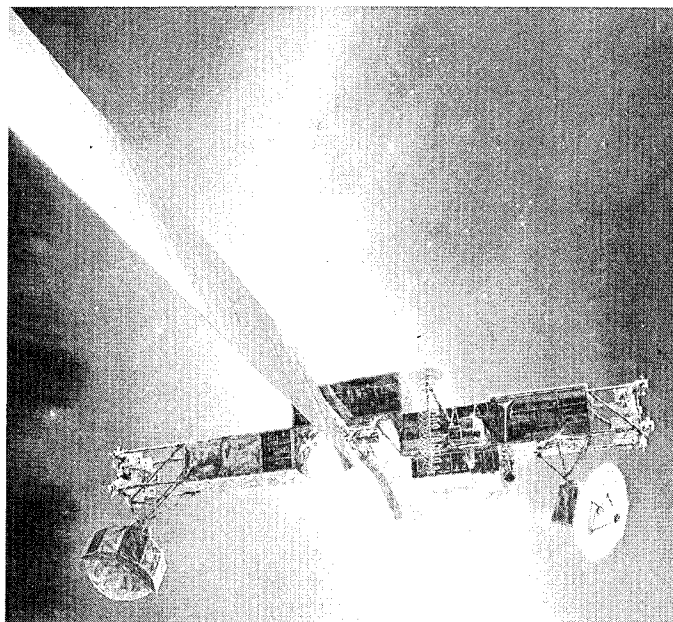
**Cryptologic Carry-On Initiative:** This is our primary program to match new intelligence requirements with the latest commercial technology thus rapidly fielding compatible hardware. This will allow ships, submarines, aircraft and shore sites to focus on emerging tactical requirements through a central clearing house that reaches across programmatic lines. This initiative brings together and optimizes previously independent efforts. Other cooperative efforts include the successful advocacy of a national intelligence infrastructure that will greatly expand the coverage of areas, and targets, and support military operations. We also are moving forward to improve tactical intelligence collection using new high endurance unmanned platforms and through significant sensor improvements to our ships, submarines, and aircraft.

**Naval Warfare Tactical Data Base (NWTDB):** The foundation of any command and control system is its database. The Joint Staff has selected the NWTDB as the process model for the Global Command and Control System (GCCS). Already embedded in the Navy's Joint Maritime Command Information System (JMCIS), the NWTDB is the standard database for all military disciplines across all programmatic lines. Another significant information management improvement has been the creation of the first Naval Intelligence Doctrine (NDP-2) and the Naval Component Intelligence Tactics, Techniques, and Procedures (NCITTP) publication. These two capstone documents apply joint doctrine to naval intelligence during, peacetime, crises and wartime operations. The NCITTP (which will become Naval Warfare Publication 2-01 in October 1995) defines the joint architecture and will govern specific interactions with the Fleet.

**Joint Deployable Intelligence Support System (JDISS):** The introduction of JDISS has solved the largest portion of the intelligence interoperability problem -- not just for joint operations with U.S. forces, but also with NATO and the United Nations. Through JDISS, we now have a responsive and secure intelligence exchange between and among Intel-

ligence centers and operational commanders. We call this intelligence "smart-push" and "demand-pull." JDISS is also the Joint Staff-approved intelligence "window" on the GCCS. Already incorporated into the Navy's latest Joint Maritime Command Information System (JMCIS) installation, JDISS provides all joint and component commanders the ability to get the information they need, when they want it. In addition to the many JDISS applications, there is now a multi-media intelligence communication system to deliver comprehensive intelligence support.

**Joint Worldwide Intelligence Communications System:** The Joint Worldwide Intelligence Communications System (JWICS) is the core architecture for intelligence communications— providing video-teleconferencing and other applications at all levels from national-level decision makers to Unified Commanders to Joint Task Forces. Another development has been Intelink. Reaching IOC in December 1994, Intelink is the intelligence community's answer to the Internet. Using a variety of existing workstations, primarily JDISS, tactical commanders can now pull intelligence products from an easy-to-access bulletin board, using the same software tools found on the unclassified Internet.



**Communications Upgrades:** We are pursuing a number of communications architecture upgrades including expansion of the number of satellite communications channels available to our forces and increasing

the bandwidth and data rates of our communications systems. The Navy is placing an SHF capability on every carrier, amphibious flagship, and selected cruisers of the force. EHF terminals which operate with the new MILSTAR satellite are being installed on surface combatants and submarines to provide anti-jam, low intercept, joint warfare communication networks; and UHF satellite capabilities are being added to airborne early warning and maritime surveillance aircraft. Both the Navy and Marine Corps are working to standardize Demand Assigned Multiple Access (DAMA) SHF systems with other Services and further improve UHF DAMA. We are improving our ability to use digital information— particularly imagery and data base transfer information. For the Marine Corps, Initial Operational Capability (IOC) for the Single Channel Ground and Airborne Radio System (SINCGARS) was met this year. Fielding of this system will greatly enhance interoperability in joint and combined operations and will provide a quantum leap over existing radios of today.

**Tactical Data Transfer and Processing:** Data processors and links to other Service surveillance systems have also been given priority in our fiscal planning. For example, the Joint Tactical Information Distribution System (JTIDS) will provide a common joint data link, and will be incorporated into command and control systems such as the Marine Corps Advanced Tactical Air Command Center (ATACC). They will also be installed in our aircraft carriers, AEGIS cruisers and destroyers, amphibious command and control ships, E-2 Airborne Warning and Control, F-14, and F/A-18 E/F aircraft.

**Maritime Prepositioning Force (MPF):** Employment of the three Maritime Prepositioning Ship (MPS) Squadrons during Operations DESERT SHIELD/DESERT STORM decisively demonstrated the utility of these expeditionary assets to the Nation. Coupled with fly-in Marines, MPF provided the first substantial ground defense capability in theater and a margin of deterrence that discouraged Iraqis from continuing into Saudi Arabia. Further, MPS Squadrons provided sustainment for Army units in the first month of Operation DESERT SHIELD.

The three current MPS squadrons, composed of a total of thirteen ships, provide our Nation a geo-str-

tegically positioned capability. The relocation of MPS Squadron ONE, approved for FY 95, from the Atlantic Coast to the Mediterranean, will greatly improve force closure for the Unified Commanders in Chief. The addition of one ship in FY 95, as provided in the FY 95 Congressional appropriation, gives the MPF even greater effectiveness. The Department continues to review other enhancements to MPF.

**Navy Sealift:** The mission of the Strategic Sealift Force is to deploy and sustain U.S. military forces, wherever needed, through delivery of combat and combat support equipment, petroleum products and other supplies. The Navy has continued its commitment to maintaining a strong sealift force and increasing its capacity and readiness to deliver the war winning heavy combat equipment required to ensure success of our strategy. The Strategic Sealift Force assets support one or more of four operational deployment strategies; Prepositioning, Surge, Sustainment, Combat Medical Support as described below.

**Prepositioned Sealift:** Assets include the thirteen ships of the Maritime Prepositioned Force (MPF), eight Large Medium Speed Roll On/Roll Off (RO/RO) ships (LMSRs) currently under construction and twenty-one Service specific prepositioned ships. Increasing prepositioned sealift capacity was a principal recommendation of the 1992 Mobility Requirements Study (MRS). This was in large part due to the success of the MPF ships in rapidly delivering prepositioned combat and combat support equipment during Operations DESERT SHIELD/DESERT STORM. In response to the MRS recommendation, the Navy has aggressively pursued conversion and new construction of eight LMSRs for prepositioning of Army Heavy Combat Equipment. These LMSRs will begin delivery in FY 95 and when complete will provide an additional two million square feet of prepositioned combat equipment. The twenty-one Service specific ships, including barge-carrying ships, breakbulk ships, tankers, and RO/ROs are prepositioned with combat equipment, port equipment, base equipment, a fleet hospital, munitions and other supplies.

**Surge Sealift:** Assets include the eight Fast Sealift Ships (FSSs) and Ready Reserve Force (RRF) RO/ROs, as well as the shipping identified to support the

Assault Follow-On Echelon (AFOE) of an amphibious task force. The eight FSSs are capable of sustained speeds in excess of twenty-seven knots; they played a significant role in providing Army combat equipment during Operations DESERT SHIELD/DESERT STORM. These ships are maintained in a high material readiness condition complete with a cadre crew to ensure ability to arrive at ports of embarkation ready to load within four days. The MRS recommendations included purchase of thirty-six RO/ROs for the RRF to be maintained in a high readiness condition similar to that of the FSSs. Twenty-nine of these thirty-six additional RO/ROs have already been purchased and converted. Funding for two more ships has been provided in FY 95 and two to three more are programmed for purchase in FY 96. The Navy has recently assumed responsibility for funding these and the other RRF ships from Department of Transportation (DOT). Additionally, in response to an MRS recommendation, the Navy continues to program resources for the acquisition of eleven LMSRs to be delivered by FY 01. When de-

livered these ships will increase the sealift surge capacity by an additional three million square feet.

**Sustainment Sealift:** Assets include the remaining fifty-seven to sixty ships in FY 96 of the RRF comprised of dry cargo or breakbulk ships, tankers, troop ships and crane ships. These assets are maintained in varying readiness conditions as determined by U.S. Transportation Command. With the transfer of RRF funding responsibility from the Department of Transportation to DoD, the Navy is committed to restoring the RRF to required readiness levels.

**Combat Medical Support:** The Navy maintains two Fleet Hospital ships with a 1000-bed medical treatment facility on each and 500-bed hospital on board prepositioned ships in the Indian Ocean. These ships are maintained in a high readiness status with civilian crews and military medical personnel permanently assigned. We are able to activate these ships to full operational status within five days.



## VII. CONCLUSION

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In 1994, naval forces were in action around the world. Across the entire spectrum of conflict, from peacetime exercises through combat, in full partnership with other Services, allies, and partners, the joint Navy-Marine Corps Team was heavily engaged. Numerous contingency actions in multiple regions of the world proved the value, flexibility, and combat readiness of our Nation's naval forces. As we look to 1995 and beyond, constrained resources will require us to reassess our program, making careful course corrections to take the department into the next century. Our assessments will account for changes to the security and economic environments, as well as further advances in technology. We are committed to maintaining the current combat readiness of our forces while taking care of our greatest asset— our sea-going Sailors and Marines. As we balance today's competing requirements placed on the Department of the Navy, we are mindful as well of tomorrow's challenges. We remain firmly focused on ensuring the Nation has a Navy and Marine Corps prepared to advance and defend America's national interests *Forward...From the Sea.*

