October 23, 1983

THEY CAME IN PEACE
Expeditonary Warfare Conference
1) Continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!

2) Rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.

3) Better educate and train our Marines to succeed in distributed operations and increasingly complex environments.

4) Keep faith with our Marines, our Sailors and our families.
Role of the United States Marine Corps

We are a maritime nation. We are a nation that depends on the maritime commons for the exchange of commerce, for the movement of goods, for the exchange of communication, for the exchange of ideas. Our naval forces are the solution to the national responsibilities we have in the maritime commons around the world.

Naval forces are not reliant on the kindness of strangers; they are not reliant on host nation support or permission. In the conduct of operations, they step lightly on our allies and host countries. With the increasing concentration of the world's population close to a coastline, the ability to operate simultaneously on the sea, on land, and in the air, and to move seamlessly between these three domains represents the unique value of amphibious forces. Operating as a team, amphibious forces provide operational reach and agility, they "buy time" and "decision space" for our national leaders in time of crisis. They bolster diplomatic initiatives by means of their credible forward presence. Amphibious forces also provide the ability to operate simultaneously on the sea, on land, and in the air.

Our Nation faces an uncertain future; we cannot predict where and when events may occur that might call us to participate in those conflicts. There have always been times when events have compelled the United States to become involved, even when such involvement wasn't desired; there is little doubt that we will have to do this again in the future. Complicating factors is the fact that since the 1990s, our nation has significantly reduced the number and size of our bases and stations around the world.

We are a maritime nation. Like so much of the world, we rely on the maritime commons for the exchange of commerce and ideas. Many depend on us to maintain freedom of movement on those commons; we continue to take that responsibility seriously. Your naval forces are the solution set to fulfilling our global maritime responsibilities.

When the Nation pays the 'sticker price' for its Marines, it buys the ability to remain forward deployed and forward engaged to assure our partners, reinforce alliances, and build partner capacity. For 7.5% of the total DoD budget, our Nation gains the ability to respond to unanticipated crises, from humanitarian disaster relief efforts, to non-combatant evacuation operations, to conduct counter-terrorist operations, raids or strikes. That same force can quickly be reinforced to assure access anywhere in the world in the event of a major contingency; it can be dialled up or down like a thermostat to be relevant across the range of military operations. No
F-35 / ACV

**IN THE BLACK**

**Modernization: Joint Strike Fighter**

**May 18, 2011**

**Background**
- The F-35 Lightning II, or Joint Strike Fighter (JSF), is a multirole, fifth-generation fighter aircraft designed to replace the F-16 Fighting Falcon and A-10 Thunderbolt II.
- The Air Force, Navy, and Marine Corps have ordered 2,457 F-35s, with the program budgeted at $1.2 trillion.
- The F-35 is designed to operate from aircraft carriers, land bases, and austere environments.
- The F-35C is the variant for the Marine Corps, designed for carrier operations.

**Key Message**
- The F-35’s stealth technology is essential for future combat operations.
- The F-35’s agility and speed make it a formidable adversary.
- The F-35’s ability to operate from land and sea makes it a versatile asset.

**Points to Consider**
- The F-35’s stealth technology is a major advantage in modern warfare.
- The F-35’s interoperability with other systems is crucial for coordinated operations.
- The F-35’s cost-effectiveness is a key factor in its acquisition by multiple nations.

**Conclusion**
- The F-35 is a revolutionary aircraft that will shape the future of military aviation.
- The F-35’s capabilities make it a strategic asset for the United States and its allies.

**IN THE BLACK**

**Modernization: Amphibious Central Vehicle (ACV)**

**May 27, 2011**

**Background**
- The ACV is a concept vehicle designed for the Marine Corps to replace the aging Landing Craft, Air Cushion (LCAC).
- The ACV, with a modular design, can support a wide range of missions, from transportation to ground combat support.
- The ACV is designed to be highly amphibious, capable of being landed from ships and helicopters.
- The ACV is expected to enter service in the early 2020s.

**Key Message**
- The ACV is a critical component of the Marine Corps’ amphibious capability.
- The ACV’s versatility makes it a valuable asset in both conventional and non-conventional warfare.
- The ACV’s modular design allows for easy customization to meet specific mission requirements.

**Points to Consider**
- The ACV’s modular design is a key advantage in modern warfare.
- The ACV’s amphibious capabilities make it a versatile asset for the Marine Corps.
- The ACV’s cost-effectiveness is a significant factor in its acquisition.

**Conclusion**
- The ACV is a revolutionary vehicle that will shape the future of military amphibious operations.
- The ACV’s capability to support a wide range of missions makes it a strategic asset for the Marine Corps.

**Current As of**

The F-35 remains in service with the Marine Corps, as do the ACV prototypes. Further testing and deployment are planned for the future.
CNO Priorities

1) Remain ready to meet current challenges, today
2) Build a relevant and capable future force
3) Take care of our Sailors, Navy Civilians and their Families
ASN RDA Priorities

1) Getting the requirements right
2) Making every dollar count
3) Performing to plan
4) Minding the health of the industrial base
5) Strengthening the acquisition workforce
1) Taking care of Sailors, Marines, Civilians and their families

2) Treating Navy energy requirements and solutions as issues of national security

3) Creating acquisition excellence

4) Optimizing unmanned systems
AT&L Priorities

1) Supporting forces who are engaged in overseas Contingency Operations
2) Achieving affordable programs
3) Improving efficiency
4) Strengthening the industrial base
5) Strengthening our acquisition workforce
6) We must protect the future
Guidance Roadmap

Target Affordability and Control Cost Growth
- Mandate affordability as a requirement
  - At Milestone A set affordability target as a Key Performance Parameter
  - At Milestone B establish engineering trades showing how each key design feature affects the target cost
- Drive productivity growth through Will Cost/Should Cost management
- Eliminate redundancy within warfighter portfolios
- Make production rates economical and hold them stable
- Set shorter program timelines and manage to them

Incentivize Productivity & Innovation in Industry
- Reward contractors for successful supply chain and indirect expense management
- Increase the use of FPIF contract type where appropriate using a 50/50 share line and 120 percent ceiling as a point of departure
- Adjust progress payments to incentivize performance
- Extend the Navy's Preferred Supplier Program to a DoD-wide pilot
- Reinvigorate industry's independent research and development and protect the defense technology base

Promote Real Competition
- Present a competitive strategy at each program milestone
- Remove obstacles to competition
  - Allow reasonable time to bid
  - Require non-certified cost and pricing data on single offers
  - Require open system architectures and set rules for acquisition of technical data rights
- Increase dynamic small business role in defense marketplace competition

Improve Tradecraft in Services Acquisition
- Create a senior manager for acquisition of services in each component, following the Air Force's example
- Adopt uniform taxonomy for different types of services
- Address causes of poor tradecraft in services acquisition
  - Assist users of services to define requirements and prevent creep via requirements templates
  - Assist users of services to conduct market research to support competition and pricing
  - Enhance competition by requiring more frequent re-compete of knowledge-based services
  - Limit the use of time and materials and award fee contracts for services
  - Require that services contracts exceeding $1B contain cost efficiency objectives
- Increase small business participation in providing services

Reduce Non-Productive Processes and Bureaucracy
- Reduce the number of OSD-level reviews to those necessary to support major investment decisions or to uncover and respond to significant program execution issues
- Eliminate low-value-added statutory processes
- Reduce by half the volume and cost of internal and congressional reports
- Reduce non-value-added overhead imposed on industry
- Align DCMA and DCAB processes to ensure work is complementary
- Increase use of Forward Pricing Rate Recommendations (FPRRs) to reduce administrative costs

Sept 14, 2010

2dLt Valerie J. Cranmer
Operations Then…
Distributed Operations

Capt. Robert Tavzel
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<td>Socks, Extreme Weather</td>
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<td>Protective Under Garment</td>
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<td>Multi-Purpose Bayonet</td>
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<td>Holster</td>
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**Total Weight**

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- 0.55 lbs
- 0.30 lbs
- 0.25 lbs
- 2.44 lbs
- 3.06 lbs
- 22.4 lbs
- 2.00 lbs
- 1.19 lbs
- 2.10 lbs

**Total Price**

- $17.17
- $62.99
- $7.84
- $1.82
- $77.90
- $198.00
- $1340.36
- $239.20
- $118.90
- $128.79

**Total**

- **3291.69 lbs**
- **$20107.98**
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Advanced Power Sources
Expeditionary
ITV Cargo Loaded in an AAV
We...
This is a good news story...

- You, Industry, Understand the environment

- ...so do we

- Together, by being Deliberate, Disciplined, Providing Visibility to each other and Collaborating at every Opportunity

- ...we will solve this
Welcome to Marine Corps Systems Command
Quantico, Virginia