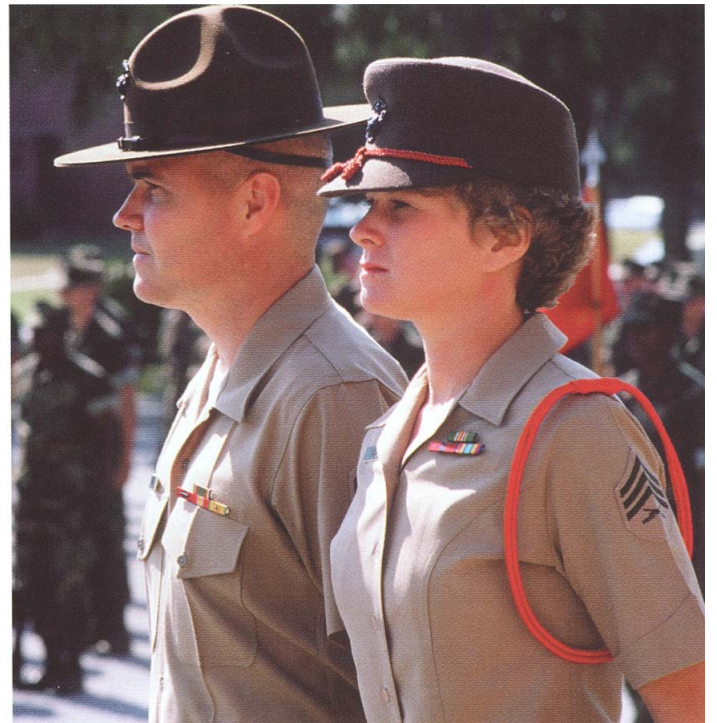




Woman Marine recruit fires an M-16A1 rifle from the prone position during basic training at Marine Corps Recruit Depot, SC.



Woman Marine recruit pulls fellow Marine through the rigorous obstacle course during basic training.



Marine Drill Instructors stand at attention during a pass in review on the parade deck.



LVT-7 generates a smoke screen as it approaches Onslow Beach, NC during Operation "Solid Shield-87".



Convoy of Hummers equipped with TOW's travel through Norwegian countryside during Operation "Cold Winter-87".



M-60 main battle tank is driven ashore from LCU during NATO exercise Operation "Northern Wedding-82".



Marines of Company C, 1/23 prepare to board CH-46 Sea Knight during Operation "Solar Flare".



Reservists fire a tube launched, optically tracked, wire command link, guided missile (TOW) during winter exercise.



Color Guard from the 4th Marine Division Headquarters in New Orleans, LA present colors during the wreath dedication ceremony at Major Daniel Carmick's tombstone at the Archdiocesan Cemetery. Major Carmick was a Marine officer who served during the War of 1812.

Chapter 6

Operation Desert Shield/Desert Storm

Background

During Operations Desert Shield and Desert Storm, units of the 4th Marine Division, like many of the active duty units to which they were assigned, distinguished themselves on the battlefield. However, the contribution of these Marines and other reservists went far beyond any battlefield honor. The Marines of the 4th Marine Division mobilized quickly and proved themselves in combat for the first time since World War II. Reserve Marines of the Division were activated and served throughout the world, enabling the Active Marine Corps to form three complete Marine Expeditionary Forces and one Marine Expeditionary Brigade, to fulfill defense commitments in Europe, Latin America, the Far East and to continue to support operations in the United States. Over seventy-five percent of the 4th Marine Division, or 15,616 of the Division's 20,630 Marines, was mobilized to augment and support the Marine Corps' wartime effort.¹

Invasion of Kuwait

On August 2, 1990, Saddam Hussein, President of Iraq, shocked the world by sending an invading army into the tiny, oil rich nation of Kuwait. Within hours, the Iraqi dictator controlled twenty percent of the world's oil reserves, and was positioning forces to threaten the neighboring nation of Saudi Arabia, which held another twenty-five percent of the oil reserves. In a response to this threat to the United States' vital interests, President George Bush, on August 7th, ordered a major deployment of United States armed forces to the Persian Gulf region.

On that same day, I Marine Expeditionary Force, San Diego, 1st Marine Expeditionary Brigade, Hawaii, 4th Marine Expeditionary Brigade, Camp Lejeune, and the 7th Marine Expeditionary Brigade at 29 Palms were all alerted to be ready to deploy to Southwest Asia. Soon thereafter, the 7th Fleet Amphibious Ready Group Alpha, with the 13th Marine Expeditionary Unit (Special Operations Capable) embarked and made ready to sail from the Western Pacific to the North Arabian Sea. Once again, U. S. Marines prepared to go into harm's way.²

The first Active Marine forces deployed to Saudi Arabia were units of the 7th Marine Expeditionary Brigade, stationed at the Marine Corps Air Ground Combat Center, 29 Palms California. The 7th MEB arrived at Dhahran, Saudi Arabia, on 14 August and was tasked with defending Saudi Arabia from Iraqi aggression. The Military Airlift Command (MAC) flew 259 missions to transport the 7th MEB to Saudi Arabia. Concurrently the ships of the Maritime Pre-Positioning Squadron 2 steamed from Diego Garcia, in the Indian Ocean, with supplies to Al Jubayl Saudi Arabia.³

During the first weeks of the deployment of U. S. Forces to the Gulf, the 2nd Marine Division at Camp Lejeune, North Carolina, also began planning to form units to rotate into Southwest Asia to maintain the "line in the sand" against possible Iraqi incursions. Attention was given to bringing the Division to full Table of Organization (T/O) strength. Although augmentation of these active duty units with individual reservists had been the answer in the past, the Commandant directed that the Marine Corps would meet its commitments for the first sixty days without calling for the Reserve. This demonstrated the readiness of the Marine Corps

to deploy, employ, and sustain a Marine Expeditionary Force for at least sixty days, and was in the tradition of the Marine Corps to call Marines from all over the world to fill out a fighting force on short notice.⁴

On October 10, 1990, the first Reserve Marines activated were from Combat Service Support Detachment 40 who reported to Marine Corps Air Station, Kaneohe Bay, Hawaii. Their mission was to maintain and refurbish equipment left behind by the 1st MEB as it deployed to Saudi Arabia to meet up with its pre-positioned equipment aboard Maritime Positioning Ship 3.⁵

On November 8, 1990, President Bush announced the impending reinforcement of the U. S. Central Command by 200,000 troops, among which were a large number of Reserve units and individual members. The reinforcement of I MEF committed nearly all of the east coast Marine units including II MEF, 2nd Marine Division, 2nd Marine Aircraft Wing, and 2nd Force Service Support Group. There were also smaller units from III MEF deployed in the Western Pacific. All told, this augmentation created in I MEF the largest Marine force assembled since the Vietnam War. I MEF constituted nearly seventy five percent of the Fleet Marine Force. Operational plans also called for a reinforcement of 25,000 Marines, who were to be joined at a rate of 1,000 Marines a day.⁶

The Presidential Call-Up

The Commandant implemented retention policies to freeze the discharge or release of active duty Marines. At that same time, he ordered the activation of eighty units of the Selected Marine Corps Reserve, or about 54.7 percent of the 4th Marine Division and 4th Marine Aircraft Wing personnel. On November 6, 1990, the first 800 reservists from 21 units were activated. The Secretary of Defense, Dick Cheney, on 14 November, authorized the Marine Corps to call up 14,000 reservists. The majority of units had over ninety-nine percent of their members reporting under the Presidential call-up. Some units had over one hundred percent report when members in the process of separation reported for activation.⁷

The initial increments of mobilized Reserve units began arriving at Camp Lejeune, November 26, 1990 and were processed for integration with active duty commands. Eventually, the 2nd Marine Division would deploy with three Reserve battalions, 3rd Battalion, 23rd Marines, 1st Battalion, 25th Marines, and the 8th Tank Battalion. Kilo and Mike Battery of the 4th Battalion, 14th Marines were added to the 2d Marine Division's artillery regiment, the 10th Marines.

Alpha, Bravo, Charlie, Delta and Weapons Companies of the 4th Light Armored Vehicle Battalion were attached to the 2nd Light Armored Infantry Battalion (LAI). Fox Company, 2nd Battalion, 25th Marines also joined the 2nd Light Armored Infantry Battalion to act as scouts for the reserve infantry companies. Bravo, Charlie and Delta Companies of the 4th Combat Engineer Battalion were all attached to the 2nd Combat Engineer Battalion.

The 4th Tank Battalion's Bravo and Charlie Companies were attached to the 2d Tank Battalion, enabling it to ultimately field five tank companies all equipped with the M1A1 Abrams main battle tank. The 2d Assault Amphibian Vehicle Battalion was reinforced by Bravo Company of the 4th Assault Amphibian Vehicle Battalion. Delta Company of the 4th Reconnaissance Battalion was assigned to the 2d Reconnaissance Battalion. Finally, 2d Marine Division headquarters was augmented by one Truck Company and one Military Police Company, 4th Marine Division, and the 4th Civil Affairs Group.⁸

Reorganization of the 2d Division continued in Saudi Arabia. Tank companies were attached to the

infantry regiments to give them added punch. Bravo and Charlie Company of the 4th Tank Battalion were assigned to the 8th Marines. The 8th Tank Battalion, under the command of Lieutenant Colonel Michael Cavallaro, was attached to 6th Marines. 8th Tank Battalion's Alpha Company was assigned to the 2nd Battalion, 2nd Marines while Charlie Company was assigned to the 1st Battalion, 6th Marines. The tank battalion's Bravo Company and Headquarters and Service Company were assigned as the reserve for the 6th Marines.⁹

I MEF planners decided that both 8th Communication Battalion and 9th Communication Battalion would be headquartered in Saudi Arabia. In order to accomplish this task, 8th Communication Battalion required significant augmentation from 4th Marine Division. A sizable portion of the 6th Communication Battalion from Fort Schuyler, Bronx, Brooklyn, and Huntington, New York were activated, a total of 425 officers and enlisted. The main body of the battalion landed at Al Jubayl on December 25th, 1991. Some reservist communicators were assigned to support division and wing assets. The bulk of 6th Communication Battalion supported the I MEF command element and constituted twenty-five percent of its troop strength.¹⁰

24th Marine Regiment

The largest 4th Marine Division unit activated was the 24th Marine Regiment from Kansas City, Missouri under the command of Colonel George E. Germann, USMC. The regimental Executive Officer was LtCol Stephen Engelhardt, USMCR. The 24th Marines consisted of a headquarters company and three 3 infantry battalions numbering 2,692 Marines. The 1st Battalion was commanded by Lieutenant Colonel A.B. Davis, the 2nd Battalion by Lieutenant Colonel Francis A. Johnson, and the 3rd Battalion by Lieutenant Colonel Ronald G. Guwilliams.

Activation orders for 24th Marines arrived on November 13, 1990. During the first week of December, 1990, the command element of 24th Marines went to its Station of Initial Assignment (SIA) at Camp Pendleton. The remaining companies of the regiment flew to Camp Lejeune, North Carolina. Weapons firing and chemical warfare training were emphasized at Camp Lejeune. The regiment, minus the 1st Battalion, then flew into Al Jubayl, Saudi Arabia 1 January, 1991. By January 1991, the 24th Marines had assumed the rear area security mission for I MEF. The 1st Battalion, 24th Marines deployed to Okinawa as part of the unit deployment program. This permitted an active duty battalion to deploy to South West Asia. The 1st Battalion's deployment also helped preserve American commitments in the Western Pacific.¹¹

Lieutenant General Walter Boomer, Commanding General of I Marine Expeditionary Force (MEF), assigned the 24th Marine Regiment the mission to defend the sprawling Al Jubayl Vital Area and other key points from conventional and terrorist attacks. Al Jubayl was the port of entry for the prepositioned supplies that were linked with the 7th MEB in August of 1990.

The Al Jubayl command post, known as the "*Police Station*," became I MEF Rear under the command of Major General John Hopkins. Conventional doctrine held that rear area security was the responsibility of the logistics element, specifically, the 1st Force Service Support Group (FSSG). General Boomer determined that the specialists of the FSSG were needed more in the North for combat service support for the coming offensive. To replace the loss of the FSSG security force and to protect I MEF Rear, 24th Marines was assigned to the mission. In response, Colonel Germann deployed his regiment in platoon and company defensive positions along a 200 mile line from Dhahran to Al Mishab, shifting them as requirements changed.¹²

5th Marine Expeditionary Brigade

The 5th Marine Expeditionary Brigade (MEB), commanded by Major General Peter J. Rowe had, with the exception of the 24th Marines, the largest number of Marine Reservists. The 5th MEB was initially requested as the I MEF reserve. It was subsequently used in a strategic amphibious feint. On November 15, 1990, the first of 890 reservists began arriving at Oceanside, California. Units included reconnaissance Marines, tankers, anti-tank Marines, light armored infantrymen, anti-aircraft gunners, intelligence specialists, combat engineers and a helicopter squadron. The incoming reservists were assigned to their active duty commands within forty eight hours and then attended a four day Southwest Asia training program run by the School of Infantry.

General Rowe was impressed by the highly motivated reservists assigned to the brigade. General Rowe favorably compared them to the British territorial soldiers activated for the Boer War described by the British author, Rudyard Kipling, who wrote that *"when they heard the bugle call, their regiment did not have to search to find them."* The only major operational difficulty noted by the commanding general was the understandable lack of familiarization with the 5th MEB's standard operating procedures.¹³

The ground element of the 5th MEB, was the 5th Regimental Landing Team, commanded by Colonel Randolph A. Gangle. In November, 1990, during a series of training exercises at Twentynine Palms, Colonel Gangle immediately integrated his reserve and active duty units. Embarking on ships off the West Coast, the 5th MEB continued an intense series of war games at sea and tactical exercises ashore in the Philippines, Oman, and the United Arab Emirates. By the time the brigade reached its war station in the northern Persian Gulf, it was in such a high state of readiness that Colonel Gangle stated he could not tell the difference between his Regular and Reserve Marines.¹⁴

Ground Offensive

The beginning of ground offensive operations for Operation Desert Storm commenced on February 24, 1991. Coalition forces, including Marine forces deployed in Southwest Asia, were ordered to neutralize the Iraqi National Command Authority, eject Iraqi forces from Kuwait, and assist in the restoration of the legitimate government of Kuwait. Republican Guard forces and the Iraqi ballistic missile, nuclear, biological and chemical warfare capabilities were also targeted for destruction. These latter tasks, of course, were already part of the ongoing air war, Operation Desert Shield.

The Marine Central Command was directed to conduct a supporting attack to penetrate Iraqi defenses, destroy Iraqi forces in its zone of action, and secure key objectives to prevent reinforcement of Iraqi forces facing the Joint Forces Command-North/Northern Area Command. Once this was achieved, I MEF was to establish blocking positions to halt the northern retreat of Iraqi forces from southeastern Kuwait and Kuwait City and to assist passage of Coalition Forces into Kuwait City. The MEF was prepared to assist in securing and defending Kuwait City as well as the U. S. Embassy. Deception operations, the collection and control of enemy prisoners of war, and the protection and direction of displaced civilians/refugees were additional tasks of the force. Finally, I MEF forces were prepared to conduct operations in urban areas. This MarCent plan had three stages: penetration, exploitation, and consolidation.¹⁵

At 0400 hours on February 24, 1991, I MEF and coalition forces began the ground assault on Iraqi defenses. The 2nd Marine Division and 1st Marine Division, with its four Task Forces, named *"Ripper," "Bear,"*

"Taro," and "Grizzly," located just south of the Kuwait border along the Persian Gulf were the striking power of I MEF. This force stormed into Iraqi defenses and convinced the defenders that it was the main effort of attack. Meanwhile, heavily armored allied forces to the west flanked and then assaulted Iraqi defenses from the rear. Simultaneously, Marine units of the 4th MEB and 5th MEB, afloat in the Persian Gulf, pinned down large numbers of Iraqi troops who were expecting an amphibious assault. The Iraqi Army was defeated in 100 hours by U. S. and allied forces.

Operation Desert Storm ended on February 28, 1991 when a cease fire was ordered by President George Bush. During Operation Desert Storm, I MEF had a peak strength of 92,990 Marines, making it the largest Marine Corps operation in history, larger than any operation in World War II, Korea or Vietnam. A total of 23 Marines were killed in action or later died of battle wounds as a result of the conflict.¹⁶

4th Tank Battalion

Secretary of Defense Dick Cheney told this widely publicized story about Bravo Company, 4th Tank Battalion which, for many, epitomized the combat efficiency of the modern Marine Reserve:

"Consider one of my favorite stories about the Marines of Company B of the 4th Tank Battalion. They're combat reservists from Yakima Washington, not active duty personnel. They were activated last December and went into battle with their Abrams tanks when ground operations began in Kuwait on the 24th of February. Before dawn, moving north inside Kuwait, Company B discovered a large formation of Iraqi tanks. They saw some of the top line T-72 tanks heading straight towards them through a large group of dug in Iraqi armor. All told, the Marine company with thirteen tanks faced 35 oncoming Iraqi tanks outnumbered 3 to 1. But when the encounter was over, the Marine reservists had destroyed or stopped 34 of the 35 enemy tanks. In fact, in a total of four engagements in four days, Company B stopped 59 Iraqi tanks, 30 of them top-line T-72. What made this all the more impressive is that Company B had never used those Abrams tanks before they arrived in the desert. That was their first exposure to the new equipment. And they trained on it, acquired the capability to operate it, and then performed superbly in combat."

In the 100 hour conflict, Bravo Company breached two minefields, seized an battalion sized fortified position, crushed two regimental counterattacks, and destroyed 119 enemy vehicles, 90 of which were armored.¹⁷

3rd Battalion, 23rd Marines

3rd Battalion 23rd Marines (3/23), was commanded by Lieutenant Colonel Ray C. Dawson, an attorney from Baton Rouge, Louisiana. On 25 November 1990, 3/23 was one of two reserve infantry battalions called to active duty. By the beginning of December, 1990 the Battalion arrived at Camp Lejeune for deployment training, and was assigned to the 8th Marines, 2nd Marine Division. On Christmas day, the 3rd Battalion left for Saudi Arabia. After arriving in Al Jubayl, it continued desert training until February 16, when it moved up to its final assembly area prior to G-Day. The mission of the Battalion prior to G-Day, was to defend in sector, provide security forward of the Saudi defensive berm and screen to the northeast to allow an artillery battalion to establish firing positions forward of friendly lines to fire in support of offensive operations on G-Day. These missions were intended to be part of the overall 2d Marine Division plan to conceal and deceive the actual point of the breach.¹⁸

On Day G-2, February 22, 1991, 3/23 commenced combat operations as bulldozers cut three holes in the Saudi berm to allow 3/23 and the artillery unit forward to execute their mission. At 1010, the Battalion commenced operations. It engaged enemy infantry with both air and artillery strikes. Later in the day, under conditions of extreme darkness caused by smoke from burning oil wells, the Battalion moved back through the berm to the Saudi side. The Battalion returned on February 23rd, and continued to report on enemy troop movement and activities. It also engaged enemy troops and brought in 168 prisoners. Most importantly, the Battalion kept the enemy at a distance, and ignorant of the 2d Marine Division's intentions.¹⁹

The conduct of the route reconnaissance proved to be an example of the different configurations that an infantry battalion could take. Four task-organized cavalry teams from 3/23 were formed around heavy anti-armor weapons mounted on HMMWVs. The teams included engineers, scout snipers, and artillery reconnaissance experts. These teams were named "*Task Force Alberts*," after Captain Lloyd Alberts from New Orleans, Louisiana. Task Force Alberts crossed the berm at 1400 on February 22, 1991. This movement was followed by a motorized infantry company, the battalion command element and the 81mm mortar platoon. These two elements would assume blocking positions that allowed the artillery units to displace forward.²⁰

3/23 participated in several combat operations prior to G-Day. When Task Force Alberts approached Iraqi defenses, it employed its own organic weapons and, using artillery and air support, destroyed several Iraqi armored vehicles and killed or wounded an estimated 52 Iraqi soldiers. On G+1, 3/23 was assigned the mission of flank security for 2nd Marine Division and for closing any gap between it and the western flank of the 1st Marine Division.

In moving forward to its objective on G+2, February 26, 1991, 3/23 began taking sporadic, harassing small arms fire from an agricultural area. One company was dispatched to clear this area of snipers. As 3/23 continued north, it came upon a large number of abandoned Iraqi mechanized vehicles, which they destroyed with their organic weapons. At dawn on G+3, the battalion discovered they were in a large bunker complex. The agricultural area contained a vast number of Iraqi bunkers, and it might still contain Iraqi soldiers. Further, it was evident that not all the abandoned vehicles had been destroyed the night before. Sweeping the area with two companies, 3/23 used an Arabic psychological operations tape in an attempt to get the enemy to surrender. A tank platoon from 4th Tank Battalion joined in the clearing operations. The tank platoon's involvement ended when a secondary explosion in an Iraqi tank killed one Marine crewman and wounded another.²¹

In its final task of the day, 3/23 was ordered to move northeast, closer to the 1st Battalion, 8th Marines. At the northern edge of a farm complex, it received sniper and rocket fire. Reacting quickly, Marines destroyed an Iraqi ammunition truck, and killed several Iraqi soldiers. At 2300 that evening, the battalion was ordered by 8th Marines to conduct a house-to-house clearing operation in the suburbs of Kuwait City. Due to the fast paced success of the coalition forces, the urban mission was delayed and the 8th Marines continued to consolidate in place. These combat actions by 3/23 constituted some of the last 2nd Marine Division engagements against Iraqi forces in the conflict.²²

During the four days of conflict, the 2nd Marine Division captured 13,676 Iraqi soldiers, captured or destroyed more than 500 tanks, 172 field and antiaircraft artillery pieces, and 300 armored personnel carriers.²³

1st Battalion, 25th Marines

1st Battalion, 25th Marines was activated in the November, 1990 mobilization and was originally assigned to the 2nd Marine Division. It received its pre-deployment training at Camp Lejeune. Arriving in Saudi Arabia in January 1991, 1/25 was reassigned to the 1st Marine Division, where it joined Task Force Grizzly. 1/25 assumed the important mission of being a special prisoner handling unit. Intelligence forecasts predicted that an offensive operation would produce a large numbers of enemy prisoners. This enemy horde could seriously impair mechanized forces. Each division therefore established special prisoner-of-war units.²⁴

An example of the utility of this mission was on G-1 Day, when 1st Battalion, 5th Marines and 3d Tank Battalion from 1st Marine Division were breaching a minefield and became inundated with surrendering Iraqi soldiers. 1/5 dismounted an infantry company to deal with the prisoners whose numbers quickly swelled to nearly 1,300. Within two hours of the engagement, elements of 1/25 arrived to secure the prisoners. This allowed 1/5 to proceed with the advance without delay.²⁵

8th Tank Battalion

A platoon of tanks from Charlie Company, 8th Tank Battalion was ordered to support Charlie Company, 1st Battalion, 6th Marines on February 25, 1991. The tank platoon was commanded by Chief Warrant Officer-2 Charles D. Paxton, from the Columbia, South Carolina area. The platoon encountered several Iraqi tanks and armored personnel carriers soon after crossing the line of departure. The platoon quickly destroyed seven tanks and four of the APCs, all the while continuing with the momentum of the attack. When smoke and fog reduced visibility to only 200 meters, enemy targets had to be engaged at close range. Nevertheless, Chief Warrant Officer-2 Paxton continued to press his platoon forward, destroying another six tanks and two ZSU 23-4 antiaircraft guns before consolidating his unit's defense for the night.²⁶

6th Motor Transport Battalion

The arrival of United States and Coalition Forces created a tremendous demand for motor transport support. A great part of the commercial vehicle fleet of Saudi Arabia, constituting over 1,100 vehicles, including privately owned 4x4 drive vehicles, were pressed into service along with hiring of local drivers. This effort became known to many as "*Saudi Motors*." Early in January 1991, the 6th Motor Transport Battalion, commanded by Lieutenant Colonel Larry D. Walters, arrived in Al Jubayl. This unit's arrival allowed Brigadier General Brabham, the Commanding General of the 1st Force Service Support Group, to return 8th Motor Transport Battalion to the Direct Support Center. Oversight for Saudi Motors was given over to Lieutenant Colonel Walters' 6th Motor Transport Battalion.²⁷

To counter any reluctance by local drivers before the commencement of the ground assault, Lieutenant Colonel Walters assigned Marines as assistant drivers. This reassured the foreign drivers and gave the newly arrived Reservists an opportunity to familiarize themselves with Saudi Arabia. As hostilities approached, it became apparent that many of the civilian drivers would have to be replaced. Reservists answered the call.²⁸

These volunteer drivers were given the standard four hour United Parcel Service training course given to commercial drivers in the United States. This course was brought to the desert by the battalion's executive officer, Lieutenant Colonel James Collery, a United Parcel Service employee. As the pool of dependable and trained Marine drivers increased, Lieutenant Colonel Walters replaced the least reliable civilian drivers. Despite these problems, Saudi Motors averaged 250 trips a day, moved 50,000 short tons of cargo, and succeeded in stocking the supply point at Kibrit.²⁹

Kibrit was the major supply point from which the original I MEF assault of one division would be supplied. Shortly before the battle began, it was decided that two divisions would assault on line. This necessitated a change in the supply point from Kibrit to a new point called Al Jahrah. 8th Motors was tasked with immediately moving those stores already assembled at Kibrit to Al Jahrah. 6th Motors was ordered to bring up the extra eight days of supplies since the new supply point was further away from the port of Al Mishab, which had received the bulk of I MEF supplies.

Lieutenant Colonel Walters, by using his drivers, the remaining foreign drivers, and 100 volunteers, including General Brabham's personal driver, established a circuit course between Al Jubayl and Forward Ammunition Supply Point (FASP) 5 near Al Jahrah. Walter's plan called for establishing transfer points at Al Mishab and Al Jahrah where full trailers were exchanged for empty ones. 6th Motors deployed three teams of drivers to work the Al Jubayl to Al Mishab, Al Mishab to Al Jahrah, and the Al Jahrah to FASP-5 loops. At each location the driver dropped off a full truck, picked up an empty truck and returned to his point of origin, ready to start another run. Thus 6th Motors became known to many, in tribute to World War II's famous "Red Ball Express" as the "Baghdad Express."³⁰ This impressive transportation effort ensured that Al Jahrah was stocked and able to support the combat support operations of both Marine divisions on G-Day.

6th Motors also assisted 5th MEB in positioning itself as the MEF reserve. 5th MEB came ashore with only 16 trucks of a provisional truck company. More trucks were needed to keep 5th MEB mobile during offensive operations. To solve this vehicle shortage, the Marines and trucks of "Saudi Motors" were ordered to support 5th MEB. 6th Motors responded with its civilian vehicles, circus wagons, and civilian drivers. "Saudi Motors" also successfully kept 5th MEB supplied during the offensive.³¹

14th Marines

14th Marines was the artillery regiment for the 4th Marine Division. The regiment had firing batteries activated and deployed to support the Marine Divisions of I MEF; Battery K and M of the 4th Battalion were attached to 5th Battalion, 10th Marines, 2d Marine Division. This attachment brought 5/10 up to four batteries of 155mm howitzers. Battery D and F from 2d Battalion were also attached to 10th Marines.³²

Battery H, 3rd Battalion, 14th Marines from Richmond, Virginia was attached to 1st Battalion, 11th Marines. On G+1, 25 February 1991, 1st Marine Division became concerned about a possible Iraqi counter-attack. Iraqi movement had been masked most of the day by the burning oil fields of Al Burqan. The smoke and flames also hindered the Division Task Force in responding to such an attack.³³ Task Force Papa Bear and the Division Command Post immediately came under attack and defeated a three brigade Iraqi attack. With infantry and armor assets engaged, the 11th Marines started the long process of moving its artillery battalions through the second obstacle belt and into position to support Division operations. This deployment brought the artillery units into a very fluid battlefield situation. In late morning, 1/11 came under attack from Iraqi automatic weapons fire. Sergeant Shawn Toney of Battery H spotted two enemy multiple

rocket launchers preparing to fire on Marine positions. He thought they were tanks but his gun chief, Sergeant Thomas Stark IV, looked closer and determined they were rocket launchers. After quickly swinging their guns onto the vehicles and taking direct aim from point blank range, the artillerymen of Battery H put both rocket launchers out of action with a combination of automatic weapons fire and direct fire from their M198 155mm howitzers.³⁴

In addition to deploying tactical units (artillery batteries), 14th Marines also mobilized and deployed task-organized, functionally oriented sub-units known as "*14th Marines Headquarters Detachments*." There were a total of six "*Dets*" that augmented Active Duty organizations for Desert Shield/Storm. The immediate demand was for trained Q-36 Counter Battery/Counter Mortar operators. The 10th Marines requested and received augmentees from Headquarters Battery, 14th Marines to fill personnel vacancies in the 10th Marines Radar sections. This detachment, known as "*Det 1*," was comprised of enlisted Marines, both SMCR and I&I, detached to Headquarters Battery, 10th Marines.

The 10th Marine Regiments requirement for MOS qualified and experienced enlisted Marines continued. Two additional "*Dets*" were mobilized and attached to 10th Marines. These "*Dets*" consisted of artillery surveyors, meteorological personnel, combat engineers, and motor vehicle operators.

"*Det 4*" was different. It consisted of field grade officers and enlisted personnel (4 officers/20 enlisted) plus equipment. This detachment was requested by Headquarters, I MEF to form the nucleus of the I MEF Fire Support Coordination Center (FSCC). At the time, Marine Corps doctrine did not envision a multi-division MEF. Although the MEF Headquarters had a Fire Support Information Center (FISC) on the Table of Organization, it was incapable of coordinating the fire support resources of a multi-division MEF. A non-doctrinal "*quick-fix*" solution was required. Therefore, 14th Marines was asked to deploy the 4th Marine Division FSCC to form the nucleus of the I MEF FSCC.

"*Det 4*" deployed to Camp Pendleton on December 6, 1990. LtCol Duncan Burgess was the Officer in Charge. For several weeks prior to that time, the 14th Marines officers slated for the MEF FSCC busied themselves with developing a doctrinal framework for operating a MEF FSCC. No MEF level fire support coordination doctrine existed within the Marine Corps. Additionally, no Table of Organization (T/O) or Table of Equipment (T/E) for a MEF FSCC existed. The officers of "*Det 4*" extemporized doctrine procedures, T/O and T/E by borrowing heavily from U. S. Army Corps-level fire support coordination doctrine and rapidly adapting it to U. S. Marine Corps organization and practices.

Upon arrival at Camp Pendleton, "*Det 4*" was augmented with active duty aviators and continued to develop and refine its FSCC doctrine and procedures. By Christmas, 1990, the advance party of the nucleus I MEF FSCC was integrated into the I MEF Headquarters at Al Jubayl, Saudi Arabia. The detachment from 14th Marines quickly stood up the rudimentary functions of a MEF FSCC, while those I MEF Fire Support Coordination Center personnel already at Al Jubayl were freed to organize the I MEF Targeting Cell, a component of the FSCC. Other individual Marines arrived over the next several weeks to augment the I MEF FSCC at the required manning levels and prior to the commencement of ground combat operations.

Aftermath

Operation Desert Storm clearly demonstrated the value of years of Reserve planning and training. The proficiency of the Reserve Marines in the Gulf War justified the expenditures needed to equip and train them. They showed the capability to support various operational scenarios on short notice. The quality and

motivation level of the Reservists served as a testimonial to the Marine Corps' superior recruiting standards. Improved mobilization readiness could be directly attributed to the use of MORDT screening. Likewise, the successful deployment and employment of 4th Marine Division Marines, in support of I MEF, could be credited to more than a decade of concurrent training with active duty units at regiment, brigade and force levels. The quick mobilization of thousands of reservists also helped the Marine Corps identify the need to improve Reserve administration in the areas of pay and family readiness. Without reservation, the 4th Marine Division proved itself a capable partner in the Total Force and is prepared for the challenge of the 21st century.

Notes

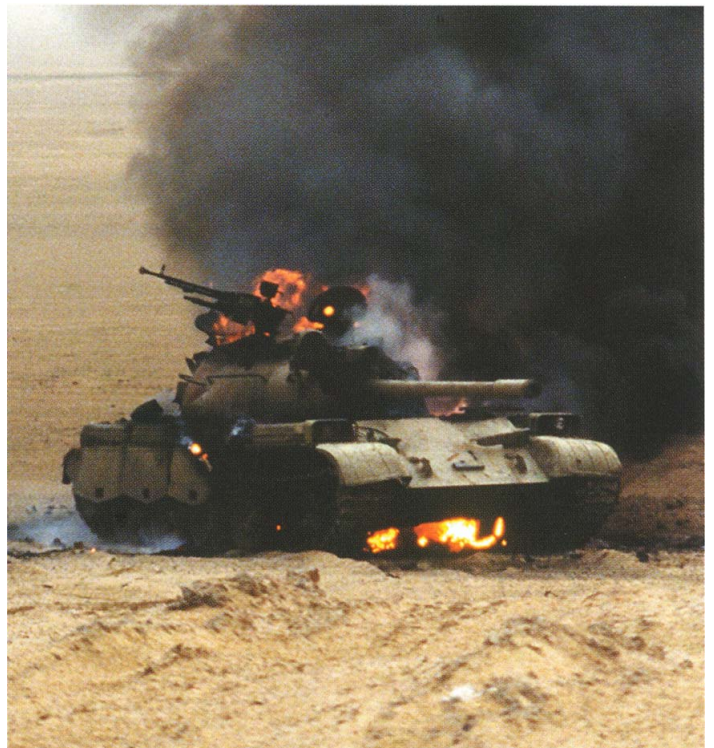
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28. Zimmeck, p. 4-24
29. *Ibid.* p. 4-24.
30. *Ibid.* p. 5-12, 5-13.
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M-60A1 main battle tank fires a zeroing round from its main gun as the battalion conducts live-fire training exercises during Operation "Desert Shield".



M1A1 Abrams main battle tank passes by an abandoned Iraqi position during the ground phase of Operation "Desert Storm".



An Iraqi T-55 main battle tank burns after an attack during Operation "Desert Storm".



Destroyed Iraqi T-55 main battle tank lies abandoned beside a road at the edge of an oil field.



Oil wells fires rage outside Kuwait City in the aftermath of Operation "Desert Storm". The wells were set on fire by Iraqi forces before they were ousted from the region by coalition forces.



"AMTRAC Driver", LtCol. Eith A. McConnell, USMCR, USMC Art Collection
Task Force "Ripper" Amtrac driver attempts to stay warm on top of his track during the morning of February 28 in Kuwait, Operation "Desert Storm".



M-60A1 main battle tank equipped with reactive armor, mine-clearing rollers and plow stand by at the head of a column of AAVP-7A1 assault amphibian vehicles as I MEF prepares to enter Kuwait at the start of the ground phase of Operation "Desert Storm".



An Iraqi T-72 main battle tank, destroyed by a coalition air strike, lies near Ali Al Salem Air Base.



On 10 December 1990, elements of the 2nd MARDIV, 2nd MAW, and 2nd FSSG commanded by LtGen. Carl E. Mundy Jr. Commanding General of II MEF, formed on W.P.T. Hill Field. More than 24,000 Marines and Sailors, active duty and mobilized reserves, stood in formation for the largest review in memory at Camp Lejeune, NC. After an address and review by General Alfred M. Gray Jr., Commandant of the Marine Corps, LtGen. Mundy ordered the assembled commanders to "deploy their Marines to SWA". Formation stands 50 ranks across, 50 deep. One third troops are Reserve and 7% women.





*"Never since the darkest days of World War II have so many Marines mustered on the historic parade deck of Camp Lejeune".
General Alfred M. Gray, Commandant of the Marine Corps.*



General Alfred M. Gray, Commandant of the Marine Corps and Admiral Powell Carter, Jr., Commander in Chief of the Atlantic Fleet, reviews troops.



Lance Corporal Keith Dorsett, a Marine reservist, spends his off duty time playing his saxophone during Operation "Desert Storm.



Enemy position destroyed by bombing run from FA-18 fighters and explosion scatters debris.



Marine armed with M-16A1 rifle joins his company in forming a defensive line after being transported by helicopter to an LZ.



Marine reservists from the 4th Marine Division man a perimeter observation post.

Chapter 7

4th Marine Division Early 1990's

4th Division Headquarters Operations

While much attention has been focused on the 4th Marine Division's combat service in Southwest Asia, 1990-91, the Division significantly contributed to the ability of the United States to carry out its national defense commitments at home and throughout the world during this period of time. The Division's Marines and units were deployed to countries and Marine Air Ground Task Forces (MAGTFs) in Norway, the Philippines, Okinawa, Korea, and the Caribbean. The Division's participation exemplified the Total Force Concept by completing real-time missions in addition to supporting activities in Southwest Asia. The swift replacement of Marine operating forces around the world by Marine Reserve units allowed the United States to successfully prosecute a regional conflict, maintain global commitments and continue to have a strategic on-call reserve.

The current mission of the 4th Marine Division is to provide trained combat and combat support personnel and units to augment and reinforce the active component in time of war, national emergency, and at other times as national security requires. Major General James Livingston, Commanding General, Marine Forces Reserve, in 1994, stated that the Marine Corps should "protect the existing Reserve Force structure and expand the Reserve, where necessary, to better augment and reinforce the Active component in war time or in crisis."¹

As the Twentieth Century concludes, the 4th Division Command Element continues to evolve. The 1996 reactivation of the Division initially established a headquarters to take the entire division to war, as part of a division/wing team. In the aftermath of Desert Storm, the Command Element further developed into a headquarters that had two staffs, a nucleus staff and a division battle staff.

The nucleus staff consisted of active duty and active Reserve Marines comprising the Division Headquarters responsible for day to day administrative, operational, and logistical direction of the Division's resources.

The idea for a separate Battle Staff grew out of an analysis of problems and lessons from Desert Shield and Desert Storm. Prior to Desert Storm, armed conflict could be said to "follow the clock." There were periods of war fighting, followed by recovery and rest periods. The Southwest Asia conflict demonstrated that in high intensity conflict, the marriage of smart munitions and rapidly evolving command and control functions created a 24-hour battlespace.

Battle staffs of current MAGTFs require staff augmentation to continue the operational tempo on a twenty-four hour, around the clock, day after day pace. Since a headquarters element was not originally envisioned to take the entire Division through mobilization and then to war, the assignment of individual staff officers and enlisted Marines to MAGTFs for augmentation was not only sensible, but also efficient. The Division battle staff, comprised solely of Selected Marine Corps Reserve ("SMCR") Marines mirrors the nucleus staff and uses drill weekends to prepare and rehearse themselves to division standards in their respective billets. During active duty periods, these staff members would participate in training and operations with the units they would be assigned to upon mobilization. In this way they become thoroughly familiar with the forces that they will augment in time of war.²

The 4th Marine Division Headquarters today comprises a fully integrated staff composed of Active Duty, Active Reserve and SMCR Marines who direct and coordinate the fulfillment of the Division's readiness and mobilization missions. The senior Marine in each functional area whether active or reserve, is the principal staff member for that department. This organization reflects the drawdown in Division assets while not completely abandoning the task of MAGTF staff augmentation in times of mobilization.³

In 1996, the 4th Marine Division instituted a Reserve wide area network of computers known as the Marine "Reserve Internet" (R-NET), which linked local reserve center computers with higher headquarters at Division and Marine Forces Reserve levels. The R-Net was originally implemented by MARFORRES. However, the hub of the R-Net, where technology and training is located, is at the Marine Corps Support Command. While maintaining and emphasizing the use of the chain of command, commanding officers and Inspector-Instructor staffs now have a communications ability which is viewed as a force multiplier of unprecedented proportions and will greatly enhance mobilization. The Commanding General and Headquarters staff can now communicate to all subordinate sites without relying upon routine message traffic. The utility of the program is felt at all staff and headquarters levels where travel time is dramatically cut, staff meetings are more inclusive and effective, and subordinate units are better informed.⁴

In 1997, by utilizing electronic mail and other communication means, Brigadier General Lopez and his staff were able to conduct a division wide Command Post Exercise (CPX) over a drill weekend with all subordinate units at their respective Reserve centers. The CPX was accomplished using desktop computers linked, in real-time, across three time zones, to the Division's four organic regiments and six organic separate battalions at their Home Training Centers (HTC). All of this was accomplished at greatly reduced cost when compared to a conventional CPX.⁵

Supporting the Force, Early 1990's

While Southwest Asian operations were ongoing, the 4th Marine Division headquarters was responsible for coordinating the deployment of the IV MEF Command Element and a specially created amphibious task force nucleus staff sent to Honduras for Operation AHUAS Tara-91. The operation was a Joint Chiefs of Staff (JCS) sponsored exercise that had not previously utilized reserve forces. During this exercise, the IV MEF staff served in the triple role of staffing Joint Task Force South, Marine Forces South and IV MEF. The operation was declared a resounding success by both the Chairman of the Joint Chiefs and the Commander, U. S. Forces, Southern Command.⁶

The 4th Marine Division also provided valuable support to Joint Task Force-6, conducting counter narcotics operations in the vicinity of Fort Huachuca and Ajo, Arizona by providing imagery intelligence. This resulted in beneficial training with the U. S. Customs Service and the Drug Enforcement Agency (DEA). Combat Engineer support was provided to the U. S. Customs Service and the Border Patrol along the southwest border of the United States. Marine reserve units constructed and maintained border-crossing checkpoints.⁷

In order to maximize combat proficiency for division units, the Division Command Element deployed to the Marine Corps Air Ground Combat Center (MCAGCC), Twenty-Nine Palms, California in June 1991. The Division staff provided administrative, operational and training support to Division Marines undergoing instruction and exercise participation. This training required detailed staff planning and coordination. During 1991, Headquarters, 4th Marine Division planned and supervised sixteen annual training periods that took

place outside CONUS. These exercises featured subordinate Reserve units with assigned missions in Marine Corps exercises such as Team Spirit in Korea. The 4th Division Marines supported III MEF in Okinawa and participated in Turbo Intermodal Surge 91, a nationwide logistics exercise designed to improve the Department of Defense's ability to conduct containerization operations in coordination with civilian industry. A total of 240 Division units participated in some forty-six CONUS operations and either supported or augmented twenty-six exercises.⁸ By 1995, there was a marked emphasis on integration of the 4th Marine Division into the operational scenarios of the three active divisions. Nineteen operational tempo relief missions were conducted by division units, including exercises **Cobra Gold**, **Ulchi Focus Lens**, **Forest Light**, **Fiery Vigil**, and **Indigo Desert**. The close coordination and cooperation between Active and Reserve units permitted a seamless integration of forces.

The efforts of 1st Battalion, 24th Marines in 1991 are an excellent example of operational tempo relief and seamless integration. Upon its activation in 1990, the battalion comprised nearly one thousand Marines from Michigan and Ohio, and was commanded by Lieutenant Colonel Andrew Davis. On 9 December 1990, the battalion deployed to the 3rd Marine Division in Okinawa. They replaced an active duty battalion of the 9th Marines sent to the Persian Gulf. While in Okinawa, 1/24 underwent thirteen weeks of special operations training, and became the first Reserve battalion to become "*Special Operations Certified*." 2d Battalion, 23rd Marines also became MEU SOC qualified and deployed to Okinawa. In February 1991, 1/24 participated in cold weather training with Japanese Self Defense Forces in Operation Forest Light.⁹

With Desert Storm over, 1/24 became the Ground Combat Element of MAGTF 4-90 during an April 1991 deployment to the Republic of the Philippines. At the time of their deployment, Major General H. C. Stackpole, Commanding General III MEF, wrote to the Commandment of the Marine Corps about the professionalism of the reserve battalion. He closed his letter by stating: "*The highest accolade I can bestow upon them is that here in the West Pacific, I can't discern any difference between Regular and Reserve. They are total Marines in every respect.*"¹⁰

On 12 June 1991, Mount Pinatubo, an active volcano, on the main Philippine Island of Luzon, began erupting in a seismic fury that would destroy the huge American military complexes at Clark AFB and Subic Bay. On Saturday 15 June, 1/24 was alerted to begin relief duties in Operation Fiery Vigil. From 15 June - 2 July 1991, 1/24 was engaged in a massive relief operation in Subic Bay and the Olongapo area. Among the projects carried out by the battalion were excavating and repairing the fresh water supply of the entire Subic area, feeding more than 1,500 U. S. Military personnel, protecting the Naval magazine, armed security at base housing and the Navy Exchange, and rescuing Philippine nationals in isolated villages in the local area.¹¹ During the winter of 1991, the Division trained and prepared the Ground Combat Element (GCE) and Combat Service Support Element (CSSE) for participation with 2d MEB in Exercise "*Battle Griffin 91*" conducted in Norway. Together, 4,300 Reserve Marines participated in this major NATO joint combined exercise of the Norwegian Air Landing Concept. This, too, was a first, as this operation had never employed Reserve forces as major participants.¹²

In 1994, the Commander of Marine Forces Atlantic requested assistance from Marine Forces Reserve to augment active duty forces operating in the Mid-Atlantic region, providing security at Cuban migrant camps, Guantanamo Bay, Cuba. In the summer of 1994, Company E, 2nd Battalion, 25th Marines was formed and ultimately deployed to Cuba on October 1, 1994. Reserve Marines underwent fifteen days of administrative and security training at Camp LeJeune, North Carolina prior to movement to Cuba. During Operation Sea Signal more than 300 volunteer reservists served in Cuba in three increments. These Marines formed a provisional Company, on active duty for ninety days, and were attached to Marine Security units at

Guantanamo Bay, Cuba. Reservists were also called upon to serve during Operation Uphold Democracy in Haiti in 1995. Seven Marines fluent in the native language deployed with the Regular forces to serve as linguists.¹³

Creation of Marine Forces Reserve (MARFORRES)

On June 6, 1992, Marine Forces Reserve (MARFORRES) was created and became one of the three Forces in the Marine Corps, along with Marine Forces Atlantic, and Marine Forces Pacific. The term Marine Force had replaced the previous appellation Fleet Marine Force (FMF). MARFORRES is the largest command in the Marine Corps, with the 4th Division, 4th Force Service Support Group, and 4th Marine Aircraft Wing as subordinate units. The Marine Corps Reserve Support Command (MCRSC) became a separate command to reflect an expanded nationwide mission, while maintaining its traditional focus on providing administrative support and training for the Individual Ready Reserves (IRR), the Fleet Marine Corps Reserve and the Standby Reserve. MCRSC is the largest administrative command in the Marine Corps with the responsibility for more than 64,000 service records.¹⁴

The mission of MARFORRES is to provide service to the community, augment and reinforce Active Marine Forces in time of war, national emergency or contingency operations, and provide personnel and operational tempo relief for the active forces in peacetime. With the establishment of Marine Forces Reserve, deployment of the 4th Marine Division is in direct support of Marine Forces Atlantic and Marine Forces Pacific. The modern concept of operations for employment of the Division is based on the premise that the Division's assets are best utilized in the augmentation of task organized units from the active duty components. This concept modifies original plans that assumed that the entire division would go to war as had occurred in World War II.

The proficiency of 4th Marine Division units continues to be on par with the active component. During October 1996, Brigadier General Frederick R. Lopez, Commanding General of the 4th Marine Division, hosted the first annual Total Force Tank Gunnery Competition at Fort Knox, Kentucky. "Top Gun" tank teams from the active duty 1st and 2nd Tank Battalions and Reserve Marines from the 4th and 8th Tank Battalions participated. Prior to the official competition, each tank crew was involved in a shootout with other tank crews within their respective battalions for the honor of representing their unit in the national competition. Consequently, each tank crew was the best its battalion had to offer. On the ultramodern Yano Tank Range, the Reservists from the 4th Tank Battalion in Boise, Idaho bested all to win the competition.

When asked what he thought about the difference between the Reserve Marines and Active Duty Marines in this inaugural competitive shoot, the guest of honor, Lieutenant General Paul K. Van Riper, Commanding General, Marine Corps Combat Development Command, Quantico, VA, answered emphatically – *"Quite frankly, I don't see any difference between the reserve battalions and the active duty battalions. A Marine is a Marine regardless of their active or reserve status."*¹⁵

Building on the success of Reserve integration into the task-organized units of the Fleet Marine Forces, the Commanding Generals of the 4th Marine Division, Harvey (1993-1995), and Lopez (1995-1997) continued to integrate reserve and regular units and command elements into various CAX and regimental MAGTF exercises at 29 Palms. These exercises demonstrated that reserve units had no equipment compatibility problems and could quickly absorb the CAX mission objectives. General Libutti spoke for many general officers when he unequivocally stated that the Marine Corps today could not fight without the Reserves. He

went on to note that the 4th Marine Division Marines were “on the same page as the active forces.”¹⁶ Major General James Livingston, Commanding General, MARFORRES, stated that Marine Reservists who served in Cuba for refugee support during 1994 and 1995, Operation Sea Signal, were “an excellent example of seamless integration.”¹⁷

Community Outreach

General Victor Krulak once said, “the reason there is a Marine Corps is that the public wants one.”¹⁸ An important mission for the 4th Marine Division is the need to continually tell the “Marine Corps story” to citizens around the country. In so doing, Marines, especially reserve Marines, can better inform the American public about the mission of the Marine Corps and how it impacts their lives. Community outreach is a vehicle to ensure that every American knows and understands that a reserve Marine is “twice the citizen” who not only works in the community but who also provides for this Nation’s defense.

This mission is more important than ever, since fewer and fewer citizens, including America’s elected leaders, have served in the military. Not only does telling the “Marine Corps story” help ordinary citizens understand the dedication it takes to be a Marine, especially a reservist, but community outreach assists in recruiting and employer support of drilling reservists. The Marines of the 4th Marine Division are ideally suited to carry out this mission because more than 100 reserve centers are located in parts of America far removed from major Marine installations on the East and West Coast.¹⁹

On the eve of the new century, the Reserve Marine must be able to fight and win battles abroad as well as in their own backyard. Drug and alcohol abuse, illiteracy, economic deprivation and street violence embody the island that the reservist must storm to ensure replenishment and national acceptance. Drug demand reduction efforts provide an effective anti substance abuse program aimed at America’s young people. Dedicated and motivated uniformed Reserve Marines instruct in classrooms around the country about drug abuse and the importance of making healthy life choices. Eight hundred thousand students, parents, educators, law enforcement, and community leaders nationwide can be reached through this program. In addition to making a difference, students and parents can see first hand how the Marine Corps can transform many into productive citizens. Similarly, Marines who lead the Junior Reserve Officer Training Corps impart discipline through positive leadership and example. Many teach literacy to students and help them learn the importance of academic achievement. Those reservists who lead “Young Marines” serve as positive role models and teach alternatives to crime and violence through leadership. In coordination with the Marine Corps Leagues, this program attempts to instill a sense of pride, discipline and dedication in its young members through sports, physical fitness, community involvement, and academic activities. The Young Marine Program has been officially recognized by the Drug Enforcement Administration as a leader in the fight to reduce our nation’s drug, alcohol and crime problems.²⁰

Marines of the 4th Marine Division and Marine Forces Reserve were honored during 1996 by the Secretary of Defense for their drug demand reduction lectures given in junior and senior high schools, their leadership of Junior ROTC and Young Marines units, and for the collection of millions of toys for underprivileged youth in the Toys for Tots program.²¹

Reserve/Inspector-Instructor Team

Throughout the history of the 4th Marine Division, the relationship between the Reserve Marine and the Active Marine was fundamental to accomplishment of the mission. This relationship has its closest and most consistent application within the local reserve unit and the Inspector-Instructor staff (I&I). This staff, made up of at least one officer and NCO (the number of staff is dependent upon the size of the unit), provides the day to day administrative support that allows Reserve Marines to drill for a weekend and devote their maximum effort to readiness. How these Marines approach each other goes a long way in determining the effectiveness of a unit, whether it is an infantry company or an infantry regiment.

The mission of the I&I is to supervise, instruct, and assist the reserve unit(s) in attaining standards of operational excellence. I&I's must also maintain a continuous state of readiness for immediate mobilization. They render technical advice in all command functions including personnel procurement, administration, logistic support and public affairs.²² Today's I&I staff must not only focus on combat readiness and integration, but must also understand and implement the complex and challenging Community Outreach mission. There are also unit retention goals to meet and the challenge of working independently of other Marine units.²³

This Reserve/Active relationship is best epitomized in the Inspector-Instructor and Reserve Commanding Officer. The partnership of these two individuals is what ensures the success of the drilling unit, not only in readiness, but skills training and Community Outreach projects. The 28 plus days of support each month by the Inspector-Instructor staff permits the reserve unit 39 days each year to achieve and maintain combat efficiency.

Since the reactivation of the Division in 1996, there have been discussions and conjecture about where the Inspector-Instructor staff would go upon mobilization. In a December 1996 interview, then Division Commander Brigadier General Lopez, voiced that the most serious drawback to mobilization for Desert Shield/Desert Storm was that the Division *"left some of its best people behind"* when it did not assimilate the Inspector-Instructor staffs into the activated units.²⁴ Policy and plans (1996) direct that the Inspector-Instructor and their staffs be integrated into a single Table of Organization (T/O) in the Division. Nearly 5,000 active duty Marines currently support the 4th Marine Division and MARFORRES.²⁵

Major General Wilkerson, while acting as Commanding General, MARFORRES, stated that the purpose of the integration was to foster a single unit identity. Today, when a unit is activated, both the Reserve and Active Marines go with the unit. This stride toward integration has progressed to the point where the *"R"* has been removed from all Marine Commands except Marine Forces Reserve. Thus, when a reserve regiment or unit is discussed, it is a Marine unit, not a Marine reserve unit.²⁶

Readiness Support Program

The Peacetime/Wartime Support Team (PWST) concept, implemented in 1996, is the product of several converging trends. The PWST, composed of drilling SMCR personnel, is an attempt to correct numerous Reserve family support deficiencies that arose during the Gulf War mobilization. They are also the primary vehicles at the local Home Training Centers (HTC) to implement the Community Outreach program. Finally, as a result of the integration of the I&I staffs and the SMCR units, it is now a certainty that the I&I staffs will mobilize and deploy with the unit. The PWST concept has two goals: first, to assist in building a public

understanding of the Marine Corps' capabilities and second, to improve the Total Force readiness and expand the Reserve's peacetime support and wartime potential.

In a 1996 Marine Magazine article then Brigadier General Arnold Punaro, Commanding General, Marine Corps Support Command, stated that the most valuable support the Marine Corps received came from former Marines and that the PWST concept is invaluable in tapping into that resource. According to the general the bottom line for the PWST is Total Force readiness and to provide a base of knowledge about the Marine Corps for the American public. Major General Punaro recalled that it was during the leadership of Major General John Lejeune that a public relations effort was mounted to acquaint America with the role of the Marine Corps in the new 20th Century. The PWST concept has been established as the initiative to revitalize the image of the Marine Corps and the vehicle to get the word out to America as the new century begins.

The PWST is the mechanism by which the HTC is manned and maintained after mobilization. One of the best lessons learned from Operation Desert Storm was the need to review and improve family readiness support. The Commandant has ordered that the families of all Marines be provided for. Failure to adequately provide for a dependent left behind adversely affects combat readiness. During mobilization, or after deployment of a spouse, Marine families are left behind, many times, alone.²⁷ The spouse and family of a mobilized Marine Reservist have the same concerns as the dependents of Active Duty Marines: pay and allowances, dependent identification cards and medical care to mention a few. The major difference is that these dependents are often completely unfamiliar with the intricacies of being a full-time military dependent. At the stroke of a pen, they go from being married to a civilian wage earner and part-time Marine to being dependents of a full-time Active Duty Marine who is now deployed away from home. Additionally, the Marine Corps has a responsibility to those dependents that may choose to relocate with family for the duration of the war. Often, the Reserve HTC is the closest Marine Corps facility.

PWSTs are also tasked with site maintenance. Should the Inspector-Instructor and his staff be deployed with the Reserve unit, the PWST would literally be handed the keys to the training center. This team, in addition to its station keeping duties, would continue with family assistance and the community outreach effort. Besides maintaining the premises until the unit returns the PWST would care for those Marines not deployed and their families.²⁸

Notes

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Chapter 8

The 4th Marine Division Enters the New Millennium

Commanding General's Guidance and Goals

On 8 August 1997, Major General Arnold L. Punaro became Commanding General of the 4th Marine Division which is now located in 106 cities in 38 states (see Appendix A) across the United States and is made up of 20,721 sailors and Marines, both active and reserve. Major General Punaro would serve as Division Commander for three years, the longest tour of any commanding general since the division's inception. The 4th Marine Division contributes a significant amount of the Marine Corps' Combat Power and fields virtually all the major and minor systems fielded by its active duty counterparts as indicated in the appendix.

As the decade of the 90's was coming to a close, the division was faced with a variety of problems in critical resource areas. These issues were very similar to those faced by the active divisions, and effects upon combat readiness were subtle but profound. The defense establishment had been decreasing in size since 1986 and most recommendations from defense reviews were calling for further force and budget reductions in key combat and combat service support capabilities throughout the Corps and America's military. Equipment had begun to show the strains of heavy utilization overseas and at home. Training budgets were shrinking. Funding for MOS training was declining and MOS qualification within units was below needed levels. In almost all categories of warfighting readiness, the indicators for the division showed improvements were necessary.

Confronted with these challenges, Major General Punaro was explicit and emphatic in his Commander's Guidance. That Guidance to the Marines and Commanders within the division identified the division's three primary missions: (1) augment and reinforce the active duty forces, (2) provide day-to-day relief to the active forces whose operational commitments had significantly increased and (3) intensify crucial community support activities in the division's hometowns. Four strategic goals for the division were articulated with responsibility placed on himself and the major unit commanders for leading the Division to meet these goals:

Increase warfighting readiness;

Reduce attrition;

Determine and then baseline the resources needed for combat readiness;

Measure and manage by outputs.

Within the first three months, the division's commanders researched and submitted reports on warfighting readiness in all key areas including personnel, supply, equipment, and training. Part of these assessments included the unit's individual plans to improve in all categories. Furthermore, the commanders determined the levels of attrition of Marines who were leaving before their obligated service expired and developed plans to reduce this attrition. Assessments were also conducted to establish resource baselines that would enable the leadership to calculate true personnel, equipment, and funding needs. These assessments became the basis for requested increases necessary to maintain warfighting readiness at higher levels. In

addition, commanders established output measures that would allow comparisons to be made and to assess trends as well as provide a greater ability to manage and target leadership towards the division's strategic goals. The purpose of all of these initiatives was to accurately assess the true strengths and weaknesses of the division based on analysis of empirical evidence. The task of establishing these measures of comparison and analysis was a difficult one, but one the commanders tackled with enthusiasm. Once established in all four key readiness areas, with the appropriate level of resources targeted, the division intensified the efforts to increase capabilities across the board.

Conscientious and consistent adherence over a three-year period to the ultimate achievement of these four goals paved the way to increased levels of warfighting performance and improved morale. Throughout his tenure, Major General Punaro's primary catalyst for achieving the strategic goals was to decentralize control and increase accountability by driving responsibility for these goals down to his senior commanders, and, in turn, down to their subordinate commanders. The unique importance of the 4th Marine Division's contribution to the nation's warfighting readiness has been recognized in many ways. One of the most telling is that the division was able to maintain a relatively untouched end-strength and capability during a period in which other parts of DoD, the Marine Corps and the Marine Corps Reserve saw sizeable reductions in manpower.

Warfighting Readiness

Warfighting readiness remained the preeminent goal and this was accompanied by a reemphasis on the use of the chain-of-command with the field commanders taking greater responsibility for the leadership and management of their units. The appropriate balance between staff and command responsibilities was established and responsibility for division activities and division-wide coordination was given to designated "lead" commanders in the field.

Three key tools were utilized by the command to ensure continued focus on the strategic goals. They were the Quarterly Commanders' Conferences, the State of the Division Report, and the Readiness Report for each unit and command. Given the widely dispersed geographic nature of the division units, quarterly meetings of the senior commanders (regimental and separate battalions) and key staff were utilized to provide assessments, communicate concerns, and address major problem areas. At each conference, a State of the Division Report was provided, which updated each commander on the warfighting readiness of their units and the division at large. These detailed reports focused on both current capabilities and longer-term trends. The Quarterly Commander's Conferences provided a forum for the commanders to address any other problem areas and develop coordinated solutions. The commanders were also provided with information updates on key issues under review at Marine Forces Reserve and Headquarters Marine Corps. The Quarterly Commander's Conference thus provided a forum in which commanders were required to address any shortfalls in readiness performance. The third tool was the Readiness Report, which provided an assessment of the unit's readiness when the current Commander of that unit assumed command and its new readiness status at the time of the specific report. This allowed commanders to keep track of where they stood at any given time and whether readiness was improving and by how much. The result of all of these measures is that the division's warfighting readiness steadily improved in all categories. At this point in its history, the 4th Marine Division has moved to the top of key measurements in all readiness areas for both active and reserve forces particularly as it relates to its ability to mobilize individuals and units.

In order to recognize and reward improvements in warfighting readiness at every level of the command, the Division created two unique awards. The Warfighting Readiness Certificate allows unit commanders to immediately recognize any effort put forth by any Marine that contributed to increasing the warfighting readiness of the unit. The certificate has brought more junior Marines into the readiness effort by visibly making readiness a seven-day a week and 24-hour a day priority. The second award, the Commanding General's Warfighting Readiness Award, was created to further recognize individual effort.

Reorganization

Simultaneous with these developments and the focus on command, the division staff went through an organizational transformation with the development of an integrated division staff instead of the previously separate nucleus and division battle staff. Before the reorganization, the division staff consisted of a small full-time staff in New Orleans (the nucleus staff) that handled day-to-day issues and a reserve battle-staff that was primarily focused on activities outside the division. The merger of the two staffs permitted a concerted focus on the key strategic goals of the division to increase warfighting readiness and decrease attrition. Reserve Marines were given the senior roles on the division staff and have served as the senior personnel in the major "G" sections. This change helped assure that the division level staffs would operate in a coordinated and integrated manner in support of the commanders in the field. Another aspect of the reorganization involved the division's reconnaissance assets, which were brought together under one command authority. This was necessary since two force reconnaissance companies were added in January, 1998 to the already sizable and geographically dispersed recon battalion. This change and streamlined command and control of the various division reconnaissance assets facilitated improved training, management, and focus. HQBN was consolidated and put under the command of a reserve Colonel.

Reduce Attrition

By looking at the personnel trends and information available, it was clear that the Marine Corps Reserve was facing a significant challenge in recruitment and retention. Significant amounts of money were being expended on the recruitment and training of individuals who were not fulfilling their full obligations. These reserve Marines, many of whom had critical MOS skills, were leaving their reserve commitments prior to completion. Division commanders were tasked with developing a system to identify and track unit performance against retention and attrition targets. The lead on this effort was Colonel John Garner, C. O. of the 14th Marine Regiment. Two kinds of attrition were defined. "Hard attrition" consisted of those non-prior service Marines who left the reserves before their contractual obligation was up and also prior service Marines who left within one year of joining the reserves. The other category was "soft attrition" which consisted of any reserve Marine who chose not to remain in the reserves after their contract was fulfilled or who transferred to another unit. Hard attrition rates were targeted as an area in which command attention and leadership could have a real impact. One Quarterly Commander's Conference, held at Parris Island, was devoted solely to sharing ideas on ways to reduce attrition and sustain transformation. Attrition gradually began to decrease and current indicators showed a significant decline in the percentage of Marines who are categorized as "hard attrition" – an almost 5% drop.

In dealing with the problem of attrition, the commanders were directed to take the view that a Marine's involvement with the service is a lifetime commitment. Marines will serve on active duty or in the reserves

for a period of time, but they will all ultimately transition to the civilian community. The command believed that Marines should remain connected to the Marine Corps at all times, thus enabling the Corps to remain connected to society. With this approach in mind, Affiliation Detachments were created at both the 1st Marine Division at Camp Pendleton, California and the 2nd Marine Division at Camp Lejeune, North Carolina. A key role of the detachments is to provide career planning and civilian job placement support to active duty Marines who are planning to leave active duty. The units assist these Marines with their transition back to the civilian community, which is frequently their old hometown. The 4th Division assembled a list of reserve-friendly employers in all of the division's 106 home sites and worked to assist any interested Marine with job referrals. "*Marine for Life*" is designed to insure that each Marine - whether he opts for service in the reserves or not - is known to the Marine community in the locality in which they live. The Marine is also made aware of opportunities to serve in the reserves. Division personnel try to match MOS trained Marines to billets in Division units with shortages in that MOS. The 4th Division units work directly with their active duty counterparts (e.g., 4th Tanks with 1st Tanks, 25th Marines with 2nd Division, 4th LAR with 1st LAR) improving both training and recruitment. These efforts supplement Prior Service recruiting and facilitate the assignment of MOS matched Marines to open reserve billets. The creation of these units had a positive effect on recruiting and helped reduce attrition by assisting and educating Marines leaving active duty with regard to reserve career opportunities and provided enhanced training opportunities that had a beneficial impact on morale.

The affiliation detachments developed a close working relationship with the active divisions to provide enhanced opportunities for "*training as we fight*" and to provide the active divisions with OpTempo relief. At both the 1st and the 2nd Division, key 4th Division personnel were embedded in the staff sections and subordinate units. These detachments enabled division units to receive enhanced training with their active duty counterparts and increased the division's ability to augment the active duty staffs. The creation of these units insured a more closely coordinated training and exercise schedule and the provisioning of 4th Division units in direct support of active exercises and deployments.

A third affiliation detachment was created in Washington, DC to provide interaction with Headquarters Marine Corps and the Marine Corps Combat Development Command on issues of importance to the division and the reserves. The unit provided OpTempo relief to the Commandant's Strategic Initiatives Group and the Office of Legislative Affairs on matters primarily related to reserve ground issues. By providing specially skilled reservists to serve in these areas, the division fulfills its mission to reinforce and augment with key personnel.

Baseline for Resources

Creating a baseline of the division's resources (personnel, equipment, maintenance, supplies, facilities and training) was required to assess the division's deficiencies and surpluses in order to impact the plans, programs and projects associated with warfighting readiness. The key metrics established by the command measured the resource readiness of the 4th Marine Division and was a critical mechanism for making cost data on readiness shortfalls visible. Initially, each major division unit assessed their current resource levels and then determined what was needed in all key areas to both increase and then to sustain a higher readiness level. A deficiencies baseline was established and used for input to all processes for requesting support such as the POM, the reserve equipment list, and the enhancement list. This baseline has been used to increase the division's resources in all categories, including 782 gear, operations and maintenance, active duty support, and facilities improvements.

Measuring by Output

The metrics necessary for baselining resources, comparative analysis, and identifying deficiencies were developed with key input from the division G-8, augmented by additional personnel and expertise. The lead unit for this project was the 4th AAV Battalion, under the command of Lieutenant Colonel Lin Williams and the unit's Inspector-Instructor Lieutenant Colonel Hal Roby. Their efforts enabled commanders to determine how much it would cost to improve a unit's combat readiness status from C-3 to C-1 and then to maintain a C-1 status. This information was invaluable to the Division Commander in terms of fiscal planning and led to the development of the *"Comprehensive Deficiency Report"* which was used as a roadmap and guideline for resource enhancements.

Quadrennial Review Force Structure

The 4th Marine Division's ability to augment and reinforce in wartime, to provide OpTempo relief to the Active Component of the Marine Corps, to meet community support requirements in peacetime, and to maintain readiness for its combat and non-combat missions had been adversely affected by significant shortages in active duty support from those active duty Marines who work full-time with the division. This shortfall was a result of reductions over time that were independent but cumulative. They came from such initiatives as The Base Force, The Bottom Up Review, the Quadrennial Defense Review (QDR), and the Total Force Structure Table of Organization (T/O) reviews. It had become apparent that increased active duty support was necessary. In order to determine the requirements, Lieutenant Colonel Chris Johnson, C. O. of 4th Tank Battalion, and his Inspector-Instructor, Lieutenant Colonel Robert Terrell, were given the task of developing an analysis of the division's workload and mission requirements in order to complete an assessment against existing and planned structures.

Their analysis determined that the ratio of active component support to division reservists supported was 8.5%, while the average ratio of active support to Marine Forces Reserve (MFR) was 16%. In certain non-division units the percentage was much higher. Grounded in a comprehensive mission analysis, a workload study of operational requirements, and a review of the required community relations activities, it was determined that the division's necessary level of active support should have been at least 10%. This ratio was the minimum level at which the 4th Marine Division can meet wartime and peacetime requirements and provide vital OpTempo relief. Achieving this percentage would require an increase of 247 Marines in full-time active support. The analysis and resulting recommendation was forwarded to the Force Structure Planning Group, which supported the division's recommendation in the main. The division vigorously fought for increases in this area to enhance its ability to successfully perform its mission. Congress recognized these needs in the Fiscal Year 2001 defense bills by postponing planned reductions at the small sites.

Other Initiatives

Another principal concern was the ability of the Ground Combat Element (GCE) to effectively fulfill the many different missions that are required of it today. The 4th Division was a key element of the GCE advocacy program and the Ground Board to gain influence in working ground issues, and to organize this GCE effort more formally in order to more clearly articulate the GCE perspective in the Headquarters Marine Corps decision-making process. Colonel Phil Rudder, Commanding Officer of the 14th Marine Regiment, was

assigned the responsibility for coordinating the division's approach to articulating the needs of the ground combat element and served as the coordination point for the active division staffs. The GCE Conference met numerous times and provided coordinated key inputs on a wide variety of subjects.

Many more initiatives were addressed. Colonel Rex Estilow, Commanding Officer of the 23rd Marine Regiment, was responsible for taking the lead on the concept of the *"fourth rifle company,"* which would assign or integrate a reserve rifle company with an active battalion. Colonel Estilow wrote a paper analyzing the issue from a variety of viewpoints. All the unit commanders analyzed these concepts during one of the Quarterly Conferences. The analysis was an invaluable resource to the Division Commander, Marine Force Reserve and HQMC in discussions on this issue.

Colonel Bill Garrett, Commanding Officer of the 24th Marines, investigated the issue of CAX integration. His study, conducted in coordination with the other commanders, developed a myriad of options for enhancing the effectiveness of this premier live-fire exercise at MCA GCC.

The concept of integrating the Inspector and Instructor staffs into the division Table of Organization was developed by Lieutenant Colonel Chris Johnson, C. O. 4th Tank Battalion, and Lieutenant Colonel Robert Terrell, his I & I. This concept was a major success, and had its beginnings in the lessons learned from Marine Corps deployments during Desert Shield and Storm. Because of their efforts, the division now deploys with all of its key personnel - active and reserve - and does not leave behind those I&I Marines whose energy and expertise is so critical to the development of combat ready reserve units. Prior to integration, the reserve units would deploy but the Inspector-Instructors who trained them remained behind. With integration, The 4th Division will augment and reinforce with the most capable and complete combat units.

Also studied was the ability of the division to provide OpTempo Relief on a more regular basis at both the unit and individual levels. Colonel Rex Estilow, C. O. of the 23rd Marine Regiment conducted an analysis of company and battalion deployments. This study concluded that participation in battalion unit deployments for long periods of time was possible but would be a significant challenge. The study indicated that limited deployments in support of exercises such as Unitas and GITMO were feasible. These conclusions were consistent with the division's experience in deploying two rifle companies to Panama for 90 days over two successive summers in 1997 and 1998.

Studies were also conducted by division personnel in artillery and reconnaissance, two areas identified by the Commandant as needing attention. Under the leadership of the G-7, unit inspections were changed to *"no notice"* inspections so that greater credibility can be given to the resulting reports. An ammunition baseline study was led by Colonel Tony Alauria, C. O. of the 25th Marine Regiment, and resulted in improved ammunition allocations. An analysis of 782 gear deficiencies was led by Lieutenant Colonel Mike Walker, C. O. of 4th LAR Battalion and his Inspector Instructor Lieutenant Colonel Warren Foresch. This resulted in an increase of over \$5 million for new 782 gear which was distributed division-wide.

The Proud Legacy

The *"Fighting Fourth"* Marine Division has a proud and powerful lineage as one of the most distinguished combat divisions in the United States Marine Corps. Activated in support of the active duty forces in World War II, on January 13, 1944, it became the first division ever to sail from the United States directly into combat. The 4th Marine Division spent the next two years in continuous combat in the Pacific Theater, fighting

in the battles of Saipan, Tinian, Roi Namur and Iwo Jima. The fourth Division would cement that legacy in Desert Shield/Desert Storm in 1990 - 1991 as the largest single reserve component called into battle.

The Division undertook a concerted effort to educate the Marines and sailors on this proud legacy. The 4th Division Historical Detachment, in particular, made significant contributions in this area by developing products such as posters for use in unit offices, a brochure explaining the division's locations and capabilities, and a national map with the location of each division unit. The Historical Detachment has also led a large-scale renovation of the division's spaces at its headquarters in New Orleans, Louisiana. Because the 4th Division is co-located with other MFR units, the Division needed a suitable entrance showcasing historical events from the division's compelling fifty-year history. The "*Marinization*" of these spaces included the placement of historical Marine Corps paintings that convey to everyone who enters the spaces of the 4th Marine division that there is something special and very different about the units and the Marines in it. Each major unit is recognized in the artwork. The paintings further burnish the image of the 4th Marine Division and educate its Marines on the glorious traditions that are their legacy.

On August 19, 2000, a Iwo Jima recognition ceremony is scheduled at the Iwo Jima Memorial to emphasize the heritage of the 4th Division. The ceremony will honor the men of the 4th Marine Division who fought and died on the volcanic island of Iwo Jima to secure a crucial victory for democracy, and will serve as a link between the division's historic legacy and the men and women of the division that will carry this powerful and majestic esprit' de corps on into the 21st century. A painting of the 4th Division's landing on Iwo Jima has been commissioned from Marine combat artist Colonel Donna Neary, a member of the 4th Division's Historical Detachment. The painting will be unveiled at the commemorative ceremony and will take its place among the unique collection of 4th Marine Division, and Marine Corps combat art.

The Future Vision

The groundwork for the 4th Marine Division to maintain its relevance in the new millennium has been provided just as prior leaders and members of the division made the achievements of recent years possible. In the future, our military will face many challenges. The need to maintain the support of the American people will remain constant at a time when the United States Marine Corps depends on that support to maintain its current operations and to achieve its future potential. Additional efforts will be needed to educate our nation on existing threats and the costs associated with facing down those threats. The 4th Marine Division backed by a legacy of 57 years of outstanding service to the nation stands at the peak of readiness to meet these challenges.

Major Accomplishments

As the decade of the 1990s came to a close, there was no doubt that Marines of the 4th Marine Division played a significant role in large scale conflicts such as Operation Desert Storm and in smaller operations in the Caribbean, Western Pacific and Northern Europe. The 4th Marine Division strengthened its ability to integrate reserve forces into roles and mission traditionally confined to the active component. The Total Force Marine Corps greatly from that strength. During the last several years, the 4th Marine Division has led and participated in a variety of exercises and training that emphasized Total Force deployment, active duty support, reserve warfighting readiness, and the special missions assigned to the United States Marine Corps at home and abroad.

OpTempo Relief - Panama

On June 6, 1997, Company M, 3rd Battalion, 25th Marine Regiment, a reinforced company of Marine reservists, deployed to Panama. An active duty company from II MEF normally conducted this security mission. This was the first time a reserve rifle company had relieved a forward-deployed, active duty unit from its security mission in Panama. Camp LeJeune was the station of initial assignment (SIA) for Company M where it underwent mobilization processing and pre-deployment training. Six days later the unit deployed to Panama. This deployment clearly demonstrated seamless integration of active and reserve forces into a single, cohesive total force. Company M served in the crucible of Panama until September 1997. Deployment of reservists continued with reinforced companies from 23rd and 24th Marine Regiments providing OpTempo relief until the canal came under full Panamanian control in 1999.¹ Major General Ray Smith, Commanding General II MEF, saw the deployment as offering great opportunities for both the reserve and the Marine Corps as a whole. *"It reinforces the total force commitment of the reserves,"* he said. At the same time, the active component also gains more than just OpTempo relief from this deployment. *"It gives the active duty Marines here a good feeling about their reserve counterparts,"* said Smith, *"and further, this representative unit is a better manned . . . company than anything we've seen out here, except for the MEUs [Marine Expeditionary Units], in the time I've been here."*²

Homeland Defense

One of the key areas identified for increased Reserve participation by the division was homeland defense, which was driven by the increased threat that weapons of mass destruction will be employed at sometime in the future by terrorist organizations against America's homeland. Dispersed throughout the United States in 106 sites, the 4th Marine Division is particularly well suited to respond to the needs of civilian communities that might face such threats. The division developed a civil-support exercise conducted in June and July of 2000 that brought together the National Guard, federal personnel, and other support units to identify the key issues involved in homeland defense. This exercise, Gunslinger 2000, also explored various operational concepts in support of civilian communities affected by terrorist attacks. This operation was led by the Assistant Division Commander, Brigadier General Douglas O'Dell, and was the first of its kind to use the new Urban Training Facility at Fort Knox, Kentucky. Lessons learned were provided to all appropriate Marine Corps commanders, first responders and other federal interests.

Community Outreach

The location of the 4th Marine Division Reserve Centers nationwide provides an opportunity for the entire Marine Corps to benefit from the special relationships that reservists have with their civilian communities. The existence of these Reserve Centers insures an ongoing connectivity with the American people, and improves the standing of the United States Marine Corps throughout the country. The scope of the division's participation in community outreach programs is enormous and took on new, added dimensions in recent years.

The 4th Marine Division conducts over 5,500 community support events a year, the highest level of activity of any comparable unit in the Marine Forces Reserve. A sizeable majority of these events involve

providing military funeral honors at a rate of 9 per day, which is 60% of the total performed by the entire, Marine Forces Reserve. Requests for military funeral honors are expected to increase by 300% in the next two years. Color guards, youth programs, parades, static displays, and a variety of other functions are also part of the division's busy schedule. In addition, the division annually raises \$1 million dollars and collects 3 million toys as a part of the Toys for Tots program each year.

NATO Support

Since the mid-1970s, the U. S. Marine Corps has worked with the Norwegians to improve their readiness to preserve their homeland from aggression. This cooperation has led to mutually beneficial results. By training with the Norwegians, the Marine Corps draws on the expertise of a people who know how to survive in the cold. The 4th Marine Division has strongly identified with the defense of Norway during the last quarter of this century. Through their history, the Norwegians have fiercely defended their arctic paradise. Initial 4th Marine Division participation began with platoon and company size units attached to active Marine Forces operating with NATO in the 1970s. During the 1980s, reserve units participated in a variety of arctic exercises. The 1991 NATO operation, Battle Griffin '91, saw the Division train and prepare the Ground Combat Element and Combat Service Support Element for the 2nd MEB. This operation served as a benchmark for reserve force integration into real time operations as it was the first time the majority of the forces employed were reserve.³

Battle Griffin '96 featured elements of the Marine Forces Reserve engaged in a complex exercise that included troops from eight NATO countries. Some 4,300 Marines, 90 percent of whom were Reservists, deployed to Norway to execute their mission as part of the Norway Air-Landed Marine Air-Ground Task Force (NAL MAGTF). Marines arrived in Norway, retrieved equipment and weapons stored in a system of caves and conducted cold weather training. During the exercise, Marines from the 3rd Battalion 25th Marines and supporting units from around the country combined with the Norwegian Finmark Battalion. Battle Griffin '96 proved to be an excellent example of how reserve units play a significant role in the II MEF, especially in the II MEF's Augmentation Command Element (MACE).⁴ Similarly, the exercise allowed the division to flex its cold-weather capabilities and to use the Maritime Prepositioned Forces (MPF) assets in Norway.

4th Marine Division Marines deployed to Eastern Europe July 10-24, 1997 to train with Eastern and Northern European military units during Partnership for Peace exercise Baltic Challenge '97. Bravo Company, 1st Battalion, 25th Marine Regiment, deployed to Estonia with II MEF for the multinational exercise involving military forces of Denmark, Estonia, Finland, Latvia, Lithuania, Norway, Sweden and the Ukraine. The exercise is designed to promote interoperability and mutual understanding between partner nations in order to prepare them for future NATO operations. The highlight of the exercise was a field training exercise focusing on an earthquake disaster relief scenario. The exercise placed the multinational battalion in the role of providing humanitarian and disaster relief for an earthquake that occurred in the fictitious country of Exlandia.

The most recent 4th Division journey to Norway in the winter of 1998 again saw division units playing a significant role in a NATO/Norwegian Exercise. Strong Resolve '98 was held approximately 200 miles north of the Arctic Circle. The 25th Marines and its 1st Battalion contributed a majority of the reservists that made up nearly 78 percent of the ground combat element and 39 percent of the entire II MEF forward. This exercise was conducted while a second operation in the Southeastern Atlantic and Mediterranean was held

simultaneously, projecting NATO response to two crises at the same time. The exercise allowed active duty and reserve Marines to train together in a demanding cold weather environment, demonstrating to allies and potential foes alike the validity of the Marine Corps Total Force Concept.⁵

The Units of the 4th Marine Division

14th Marines

Although widely scattered over 19 cities in 13 states, the 14th Marine Regiment's five battalions overcame substantial challenges of time and distance during 1997. In February, elements of 1st Battalion, 14th Marines participated in a battalion firing exercise at Camp Pendleton, California, while 4th Battalion, 14th Marines conducted a battalion firing exercise at Fort McClellan, Alabama. Elements of 4th Battalion, 14th Marines also participated in Hunter Warrior at MCAGCC, Twenty-Nine Palms, California. 1st Battalion, 14th Marines conducted its Annual Training at MCAGCC in March with the 11th Marines out of Camp Pendleton. 2nd Battalion, 14th Marines also participated in a firing exercise at Fort Sill, Oklahoma. The Headquarters Battery of 3rd Battalion, 14th Marines and India Battery, 3rd Battalion, 14th Marines went to Fort Indiantown Gap, Pennsylvania, for a Fire Support Coordination Exercise (FSCX) while Golf Battery and Hotel Battery, 3rd Battalion, 14th Marines fired in exercises at Fort Dix, New Jersey, and Fort A. P. Hill, Virginia, respectively.

During 1997 the contingency role and mission of the 14th Marines as the Force Artillery for I MEF was incorporated into the major regional contingency war plans. As a result, efforts in training and mobilization readiness became even more focused. The Regiment began to work closely with I MEF to define and develop the tactics, techniques and procedures necessary to achieve a state of readiness for their new mission.

In April the 14th Marines Command Operations Center (COC) linked up with 5th Battalion, 14th Marines at Camp Pendleton for a live-fire shoot and to refine Force Artillery procedures in support of I MEF during a major regional contingency. Delta Battery and Echo Battery, 2nd Battalion, 14th Marines went to Fort McCoy, Wisconsin, to conduct a firing exercise while the 4th Battalion, 14th Marines COC went to Fort Bragg, North Carolina, to participate in Express Sword 2-97 with the 10th Marines. Alpha Battery, 1st Battalion, 14th Marines fired in an exercise in Yakima, Washington, while 3rd Battalion, 14th Marines participated in CAX 8-97 with the 25th Marines at 29 Palms, CA.

Exercise Rolling Thunder AT-97 in June at Fort Carson, Colorado, emphasized training as a Force Artillery for I MEF. During AT, training included battery and battalion operations with the Regimental HQ as the Force Artillery. Air Force Reserve F-16s flew close air support missions and Air Force Reserve C-130s inserted assets from the 134th Long-Range Reconnaissance Platoon from the New England Army National Guard onto the battlefield via parachutes, completing an comprehensive training package.

Along with providing personnel for numerous funerals, color guards, and static displays, 14th Marines' community outreach effort included support for the State Fair of Texas during a three-week period in October 1997. The Marine Drum and Bugle Corps and the Silent Drill Team from Marine Barracks, Washington, DC were also supported by 14th Marines during the State Fair. November and December of 1997 saw a large part of the staff committed to supporting one of the largest Toys for Tots drives in the United States.

In 1998, the 14th Marines relocated its headquarters from Naval Air Station, Dallas, Texas, to Naval Air Station, Joint Reserve Base, Fort Worth, Texas. The new Headquarters facility dramatically improved the quality of the Headquarters' work environment.

During the first part of 1998, 3rd Battalion, 14th Marines augmented the 10th Marines during the live-fire regimental exercise Express Sword 1-98 at Fort Bragg, North Carolina. The 3rd Battalion, 14th Marines reinforced by Lima Battery, 4th Battalion, 14th Marines also conducted live-fire exercises and cold weather training in Exercise Strong Resolve in Northern Norway. In March, elements of the Headquarters Battery, 14th Marines linked up with 1st Battalion, 14th Marines and 5th Battalion, 14th Marines at Camp Pendleton, California, for a live-fire shoot to refine their capabilities and serve as the Force Artillery in support of I MEF for a major theater war. The 2nd Battalion, 14th Marines and 4th Battalion, 14th Marines honed their combat skills during rotations to the MAGCC at Twenty-nine Palms, California.

The largest 14th Marines exercise of the year, Rolling Thunder 98, was conducted at Fort Carson, Colorado, in August and the 14th Marines received the Department of Defense Transportation Award for their logistical performance during the exercise. During the exercise, 1st Battalion, 3rd Battalion, 5th Battalion of the 14th Marines and Headquarters Battery, 14th Marines conducted battery, battalion, regimental and Force Artillery operations. This exercise tested and refined the full spectrum of joint planning and execution from mobilization and deployment to employment, sustainment and redeployment activities. Rolling Thunder was a unique logistical challenge: 610 pieces of rolling stock moved from nine different geographical locations on 146 rail cars to Fort Carson. Combat Service Support Detachment-44 provided all logistical support. Air support included battlefield illumination by Marine C-130s from Marine Air Group 41, air reconnaissance by Army UH-1s and Close Air Support by Marine F/A-18s from Marine Air Group 41.

One of the largest State Fairs in the United States, the State Fair of Texas, continued to be supported over a three-week period by 14th Marines personnel. The highlight of the 1998 State Fair was the visit of the Commandant of the Marine Corps, General Krulak, as an honored guest. 14th Marines also supported the United States Marine Drum and Bugle Corps during their two-week performance at the fair. Funerals, color guards, and static displays throughout the United States continued to receive support from the Regiment.

In 1999, Express Sword 2-99 at Fort Bragg, North Carolina, featured 4th Battalion, 14th Marines, reinforced with Charlie Battery, 1st Battalion, and 14th Marines, augmenting 10th Marines during the live-fire regimental exercise. The 5th Battalion, 14th Marines continued the total force training by participating in DESFIREX 2-99 in Twenty-nine Palms, California, with the 11th Marines. The 3rd Battalion, 14th Marines and 5th Battalion, 14th Marines further honed their combat skills when they refined fire support Techniques, Tactics, and Procedures during a rotation through the Combined Arms Exercise (CAX) 8-99 at Twenty-nine Palms.

Headquarters Battery, 1st Battalion, 14th Marines demonstrated its versatility across the training spectrum when it successfully participated in the Marine Corps' Urban Warrior Advanced Warfighting Experiment in March 1999. Two other unique training exercises featured units from the 14th Marines: Echo Battery, 2nd Battalion, 14th Marines participated in Resolute Warrior at Fort Knox, Kentucky, and November Battery, 5th Battalion, 14th Marines flew to Hawaii to participate in a Combined Arms Exercise with units from the 3rd Marine Division and 12th Marines.

The capstone exercise for the 14th Marines was Maximum Force 99 at Fort Carson, Colorado, in July. During this exercise, 14th Marines HQ, 1st Battalion, 14th Marines, 2nd Battalion, 14th Marines, and 2-4 FA

(MLRS) conducted battery, battalion, regimental and Force Artillery operations. Combat Service Support Det-45 provided all logistical support for more than 700 pieces of rolling stock moved from nine different geographical locations on 131 rail cars to Fort Carson. Maximum Force 99 was conducted concurrently with I Marine Expeditionary Force's MEFEX at Camp Pendleton, California. The MEFEX is I MEF's workup exercise for Ulchi Focus Lens in Korea which the 14th Marines participated in as well.

In 1999, 14th Marine units continued to participate in and serve their local communities in a variety of ways. Their most significant community involvement (other than Toys for Tots) was disaster relief aid that Fox Battery, 2nd Battalion, 14th Marines delivered in the aftermath of one of the worst tornadoes to ever hit Oklahoma City, Oklahoma. Fox Battery is located in Oklahoma City, and was recognized by the local press for the extraordinary efforts that they rendered to the citizens of that devastated community.

23rd Marines

Twenty-third Marines conducted an aggressive Training and Operational Plan during 1997; including Annual Training (AT) exercises and JTF-6 missions in which Marines capitalized on training opportunities while contributing to the national drug interdiction effort. Additionally, Community Outreach remained a high priority to promote the image of the Marine Corps within the local communities.

The Annual Training (AT) Exercise continues to be the most significant training opportunity available to the Regiment. In 1997 1st Battalion was attached to RLT 1 during Kernel Blitz 97 at Camp Pendleton, CA. The battalion oriented its focus toward TACP and MOUT Training, as well as the conduct of extensive ground combat operations. 2nd Battalion maintained a high operational tempo with numerous CAST/COC exercises in preparation for their AT at CAX 7-97. 3rd Battalion's main focus for the year was in preparing for AOT 1-97. They served as the Ground Combat Element for AOT 1-97 and conducted a series of Amphibious Raids as tasked by the MAGTF. Headquarters Company and the 23rd Marines Staff focused on the planning and execution of CAX 7-97 and AOT 1-97. In June 1997, 3/23 deployed 50 reserve sailors and Marines to the Key West, Florida area for an extremely successful counter-drug operation. The Regimental Staff functioned as a MAGTF Headquarters for both of the events. This posed significant challenges, but provided invaluable training for all involved. Additionally, the battalions within the 23rd Marines concentrated their focus on MOS Training in order to improve and maintain both individual and small unit leader's capabilities and proficiency.

Other major training events of note included a rigorous Rifle Squad Competition at Little Rock, AR. Each battalion fielded strong squads, with Company B, 1st Battalion, 23rd Marines winning and representing the Regiment in the 4th Marine Division Squad Competition at Camp Lejeune, NC. The 23rd Marines also sponsored the Regimental Crew Served Weapons Competition at Camp Pendleton, California. Competitors from every battalion participated in three days of intensive instruction, evaluation, and live firing. This competition is one of the most challenging events that occurs during the year.

Community Outreach remained a high priority. Efforts to promote the image of the Marine Corps within the local community were significantly increased. Numerous color guards, burial details, and ongoing speaking engagements were conducted throughout the year. The 23rd Marines 97 Toys for Tots Program was highly successful. \$193,000 was raised, and nearly 400,000 toys were collected and distributed to disadvantaged families. Renewed emphasis was placed on the establishment and maintenance of active Marine Corps Coordinating Councils, resulting in increased involvement and awareness within the local communities.

The focus of effort during the winter of 1998 was on small unit and crew served weapons training. This culminated in a Regimental Rifle Squad Competition hosted by 1st Battalion at Camp Bullis, San Antonio, Texas, which was won by Golf Company, 2nd Battalion, 23rd Marines. This squad then participated in and won the 4th Marine Division competition conducted at Camp LeJeune, North Carolina. The Regimental Crew Served Weapons Competition was hosted by 2nd Battalion and 1st Marine Division Schools at Camp Pendleton, California, and won by 1st Battalion, 23rd Marines.

In 1998 1st Battalion planned and executed a deployment to the Republic of Panama in order to conduct Jungle Training at Fort Sherman. Additionally, the battalion conducted an OpTempo relief mission for the active component by providing the nucleus of a reinforced rifle company to Panama for Canal Zone Security for a 90-day period in the summer of 1998. 2nd Battalion was assigned as part of the GCE for the MAGTF, which conducted Amphibious Orientation Training (AOT) at Naval Amphibious Base, Coronado, CA. Headquarters Company acted as the MAGTF Command Element for AOT 1/2-98. 3rd Battalion conducted its AT at Schofield Barracks, Hawaii, continuing 23rd Marines affiliation with 3rd Marines. TOW Platoon conducted their AT aboard Marine Corps Air Station, Yuma.

In 1998 the Regiment was in the process of implementing a Professional Military Education (PME) Program within the Regiment to increase each Marine's tactical capabilities, while simultaneously giving them the leadership skills necessary for their professional development. Company F received the Cates Award for having the best company-size training program in the Division.

At the outset of 1999 the 23rd Marine Regiment conducted two spring ATs. The first AT, AWE Urban Warrior, involved the Regimental Headquarters, TOW Platoon, and 3rd Battalion. In the second, 2nd Battalion was attached to I MEF for the conduct of Kernel Blitz '99. Both Urban Warrior and Kernel Blitz provided the Regiment the opportunity to train with the active component. This was an outstanding chance to gain experience and measure the standard of reserve execution with that of the active component. Urban Warrior provided some of the most comprehensive MOOTW/MOUT training a 4th Marine Division unit has received in recent years. The resources made available to the Regiment allowed the conduct of conventional MOUT training at Fort Ord with Instructors from the School of Infantry (West), and non-conventional MOUT Training at Fort Polk, LA. and Fort Ord, CA hosted by a training team from the British Royal Marine Corps.

Emphasis during the winter of 1999 was on small unit training, MOUT, and crewserved weapons training. This culminated in a Regimental Rifle Squad Competition hosted by 3rd Battalion, 23rd Marines at Camp Robinson, Little Rock, AR, which was won by India Company, 3rd Battalion. The Regimental Crew Served Weapons Competition was hosted by 2nd Battalion and 1st Marine Division Schools at Camp Pendleton, CA., and won by 2nd Battalion.

During the summer of 1999, 1st Battalion was assigned to MAGTF-25 as the GCE for CAX 7-99. The battalion successfully mobilized and deployed to and from MCAGCC, 29 Palms, California. They concentrated on the development and maintenance of small unit leadership and combined arms integration procedures within the battalion. 1st Battalion received the Harry Schmidt award in recognition as the most outstanding battalion size combat unit in the 4th Marine Division.

24th Marines

In 1997 the entire 24th Marine Regiment trained together for the first time in over 10 years. The annual training exercise took place at Camp Pendleton, California during Amphibious Orientation Training (AOT) 2-97. The 1st Battalion, 24th Marines conducted an amphibious surface assault and 2nd Battalion, 24th Marines conducted a simultaneous heliborne assault with 3rd Battalion, 24th Marines serving as the OPFOR to oppose both attacks. All units then conducted follow-on operations ashore, coordinating air support, fire support, and naval gunfire support in a fluid environment. In addition to this annual training event, the Regiment also coordinated two Joint Task Force 6 Counter Drug missions, which were conducted by the 2nd Battalion, 24th Marines in April and May 1997.

In 1998, the Regiment conducted two Combined Arms Exercises (CAX) 7/8-98. Headquarters Company, 24th Marines was assigned as both the MAGTF Command Element (CE) and the Ground Combat Element (GCE) for both CAX 7-98 and CAX 8-98, and was reinforced by Headquarters and Service Company, 4th LAR Battalion for CAX 7-98. The maneuver battalions for CAX 7-98 and CAX 8-98 were 3rd Battalion, 25th Marines, and 3rd Battalion, 24th Marines, respectively. MAG-46 was assigned as the Aviation Combat Element (ACE) for both CAX 7-98 and CAX 8-98. CSSD-46 was assigned as the Combat Service Support Element (CSSE) for CAX 7-98, and CSSD-47 was assigned as the CSSE for CAX 8-98. These CAXs were significant because it was the first time that a reserve infantry regiment served as the MAGTF Command Element for both CAXs.

The 1st Battalion, 24th Marines conducted Summer Mountain Operations 5-98 at Bridgeport, CA, and the 2nd Battalion, 24th Marines, attached to the 23rd Marines, conducted AOT-98 at Camp Pendleton and San Diego, CA. In August 1998 a composite cell from Headquarters Company, 24th Marines, and Headquarters Detachment 4 deployed to Korea for Ulchi Focus Lens FY98 as the Marine Rear Area Operations Group (MRAOG). This was the first opportunity for the Regiment to participate in a major theater exercise as the MRAOG and supported the development of this concept in anticipation of this wartime role for the Regimental Headquarters under the auspices of Marine Forces Pacific.

In 1999, the Regiment conducted AOT-99 with Headquarters Company, 24th Marines, assigned as both the MAGTF CE and GCE. RLT-24 was principally comprised of 1st Battalion, 24th Marines, 3rd Battalion, 24th Marines, Company D, 3rd LAR Battalion, 3rd Battalion, 11th Marines (-) and elements of 3rd and 4th Amphibious Assault Battalions. MAG-46 was assigned as the ACE and CSSD-43 was assigned as the CSSE. The 1st Battalion, 24th Marines and the Headquarters Company deployed to NAB Coronado, CA for the first week of training where units participated in a round robin amphibious training program covering many aspects of amphibious operations. The 3rd Battalion, 24th Marines went to Camp Pendleton for a week of company level training in small unit leadership, tactics and individual weapons training. The second week, both battalions focused on amphibious shipping along with aviation and CSS elements of the MAGTF and conducted an amphibious landing on Red Beach employing the concept of Operational Maneuver from the Sea (OMFTS) and its supporting concepts of ship to objective maneuver (STOM) and sea-based logistics. The 1st Battalion, 24th Marines conducted a surface assault while 3rd Battalion, 24th Marines conducted a helicopter assault from over the horizon. Company D, 3rd LAR Battalion conducted an over the horizon assault as well, using LCAC. The 1st Battalion, 24th Marines conducted an amphibious withdrawal and the next day assaulted Red Beach by surface once again to start a two-day force on force exercise against the 3rd Battalion, 24th Marines. The 3rd Battalion, 11th Marines (-) was in direct support of RLT-24. AOT-99 was a Total Force Exercise with both active duty and SMCR units playing key roles within the MAGTF. COMPHI-BRON-5 and his staff, as well as the three ship Amphibious Ready Group, provided superb support and built a relationship with the Marines of MAGTF-24 that resulted in the tremendous success of this exercise.

During 1999, the MRAOG saw significant development. A nucleus staff of 32 personnel was approved as an authorized overstaff by the Commander, Marine Forces Reserve in December 1998. The initial staff members were selected and conducted their first regular incremental drill training in March 1999. This drill also included specific training for the entire Regimental Staff on the MRAOG mission with the assistance of MAGTF Staff Training Program personnel from Quantico, VA. A Memorandum of Agreement on MRAOG between Marine Forces Reserve and Marine Forces Pacific was completed and signed in April 1999. MRAOG staff personnel deployed to Korea for Ulchi Focus Lens in August 1999 and to Egypt in October 1999 for Operation Bright Star.

Other training highlights during 1999 included CAX 8-99 conducted by the 2nd Battalion, 24th Marines and one platoon from the 1st Battalion, 24th Marines deployed to Aruba from 20 April to 10 May 1999 as part of the Dutch Bilateral Exchange Program (Dutch BiLat 2-99) with the Royal Netherlands Marines.

The 24th Marines' Community Outreach Program has been operating very successfully over the last three years. The Regiment is actively involved in Marine Corps Coordinating Councils, Marine Corps Leagues, Navy Leagues, and D.A.R.E. Programs throughout the Midwest. From 8-14 May 1997, Company B, 1st Battalion, 24th Marines, Saginaw, Michigan introduced the students of the Sherwood Elementary School, Saginaw, Michigan, to the importance of physical fitness and drug awareness. On 17 July 1997, Ankeny, IL conducted its annual community air show called "*Operation Strike Back*". This three-day event focused on the Bombing of Pearl Harbor. Company E, 2nd Battalion, 24th Marines participated by setting up a modern era static display. Throughout the year Company F and Company G volunteered their time training potential future Marines by instructing and providing necessary support to the Young Marines Program. On 26 Sept 1998, the Marines of the 3rd Battalion, 24th Marines assisted the Missouri Veterans Administration with their 7th Annual Stand Down for Homeless Veterans. The Marines served over 500 homeless veterans in the area and provided services such as legal assistance, medical and dental care, job referrals, and education opportunities.

During June 1999, Marines of Headquarters Company, 24th Marine Regiment and other active and reserve military units, along with several veterans' organizations and civic groups, again assisted homeless veterans in the "*Heart of America Stand Down*".

Each year the 24th Marines' Toys for Tots Program helped children in the mid-western United States by collecting and distributing an average of 900,000 toys and collecting an average of \$600,000 in donations. Additionally, the Regiment provided support for hundreds of funeral and Guard details each year.

The 1st Battalion, 24th Marines received the General Harry Schmidt Award in both 1997 and 1998 for the most outstanding battalion of the 4th Marine Division in the Combat category. Company L, 3/24 received the General Clifton B. Cates Award in 1997 for the most outstanding company of the 4th Marine Division in the Combat category.

From August 1997 until December 1999, the 24th Marine Regiment's combat readiness has increased due to a focused effort on improving personnel readiness, receipt of new communications equipment and training, and a substantial increase in supply readiness. From 24 February to 2 April 1998, the Regiment served as a regional fielding site for the vehicle retrofit and fielding of the Single Channel Ground and Airborne Radio Systems (SINCGARS) to selected Midwest units. The new equipment training on the SINCGARS radios was instrumental in preparation for SINCGARS employment during CAX 7/8-98. The new SINCGARS equipment and training significantly increased the Regiment's combat readiness through more reliable and flexible communications, which enhanced the Commander's ability to exercise command and control of the exercise force.

25th Marines

During the summer of 1997, the 25th Marine Regiment deployed a 90-man composite rifle company to the Republic of Panama. This company operated as a general-purpose reaction force to protect US interests and lives, and provided OpTempo relief for the active component. This was the first time the Selected Marine Corps Reserve (SMCR) had undertaken such a task. The composite company, designated Company M, 3rd Battalion, 25th Marines, was comprised completely of volunteers from both 1st and 3rd Battalion. Each Marine within the company was deployed for a total of 90 days. During the deployment, Company M received 2 weeks of training at the Jungle Operations Training Battalion, Fort Sherman, Panama, as well as a 3 week platoon sized cold weather exercise in Southern Chile. From 7-21 June 1997, Headquarters Company was assigned as the Command Element of MAGTF-25 during the execution of Combined Arms Exercise 8-97. The primary objective was to exercise and evaluate MAGTF-25's command, control, and coordination of combined arms in a live fire environment.

During 1997, 1st Battalion conducted two winter ATs at Fort Drum in upstate New York in preparation for future deployment to Norway for Exercise Strong Resolve 98. Several other NATO nations participated in this exercise, including Great Britain, Norway and Germany. The battalion participated in a five day FINEX that involved both land and amphibious operations.

Following a very successful 1997 winter AT at Canadian Forces Base Meaford, 3rd Battalion shifted focus and began preparations for participation in Combined Arms Exercise (CAX) 7-98. In addition to unit training, 3/25 was involved in forming as a BLT (totaling over 1,200 Marines and Sailors).

From 7-21 March 1998, Regimental Combat Team 25 was deployed to Northern Norway as the GCE for II MEF Fwd in support of exercise Strong Resolve 98. 25th Marine Regiment was the first SMCR unit to participate in this NATO exercise. The exercise was conducted in arctic weather conditions north of the Arctic Circle. In preparation for the exercise Marines participated in a 3-day cold weather orientation package conducted at Camp Ethan Allen in Northern Vermont. While deployed to Norway Marines and Sailors received additional cold weather training from II MEF SOTG and BV206, and wheeled vehicle driver certification training at the base Camp in Asegarden. Live fire training was conducted at the Saetermoen firing ranges during the 1st week in Norway. During the final exercise, RCT-25 integrated with NATO reaction forces from Great Britain, Germany and Italy as well as regional and main defense forces from Norway. The opposition force was provided by Commander Joint Task Force Norway with elements of the 6th Norwegian Division.

In July of 1998, Headquarters Company, 25th Marines was tasked with providing a detachment to act as ships' security and to provide ceremonial support for the USS Constitution Bicentennial Salute to "*Old Ironsides*" on the 200th anniversary of her first sailing in July of 1798. During the weeklong celebration, naval vessels from Argentina, France, Great Britain, Japan, Lithuania, United States, and other well-known Tall Ships joined in this celebration of maritime history. The Marines of Headquarters Company were also involved in an evening parade conducted with the British Royal Marine Band. Prince Andrew, the Duke of York was in attendance at the celebration. 2nd Battalion also participated and for its outstanding support received a Letter of Appreciation from General Krulak, the Commandant of the Marine Corps.

In 1999, 1st Battalion (minus Company A) conducted an independent AT in Quantico, VA. The focus of the training was at the company level and below and divided into offensive, defensive and MOUT exercises. At the conclusion of the battalion AT a rehearsal for the August 2000 Division Commanding General's Change of Command was conducted at the Iwo Jima Memorial. Company A, 1/25 conducted their AT at the Jungle Warfare Training Area in the Northern Training Area (NTA) Okinawa, Japan.

From 18 February to 5 March 1999 2nd Battalion deployed to Norway with II MEF as an infantry battalion under the 2nd Marine Regiment for Operation Battle Griffin. Designated as the RLT's main effort in the initial phase, the Marines of the battalion proved that they could perform well in adverse weather conditions. In the summer of 1999, Echo Company provided one squad to compete in the Battalion's Super Squad Competition. These Marines traveled to California to compete in the Division's annual Super Squad Competition and were chosen as the number one rifle squad in the Division.

During the summer of 1999, Headquarters Company conducted back to back Combined Arms Exercises. CAX 7-99 was conducted from 5-19 June, while CAX 8-99 was conducted from 26 June - 10 July. With only half of its normal strength during each of the exercises, Headquarters Company was still able to successfully meet its training requirements and complete its mission in supporting MAGTF-25.

4th Reconnaissance Battalion

In 1997, 4th Reconnaissance Battalion continued its extremely high operational tempo. The focus early in the year centered on preparing battalion units to participate in the nine separate AT events either conducted by or supported by 4th Reconnaissance Battalion. Exercise Kernel Blitz contributed to the battalion's ongoing effort to strengthen their relationship with the active reconnaissance units. In addition to these events, the battalion supported traditional annual exercises such as CAX 7 and 8, AOT 1 and 2, and Northern Edge.

The battalion conducted a *"Bosses Day"* in August 1997 in order to improve the battalion's relationship with the community. During this event, the civilian employers of the battalion's Marines were flown in from Dallas and Laredo to San Antonio aboard a 4th MAW C-130 where they met up with others from the San Antonio area at the NMCRC. Several dignitaries from around the state were in attendance, as well as the Secretary of the Navy.

In September, Alpha, Charlie, and H&S Companies received an operations order and conducted planning and preparation for a *"full mission profile"* field exercise. The field exercise was conducted the following drill period, in October, at Vieques, Puerto Rico. There, the Marines conducted amphibious operations and patrolling. The exercise was so successful, that it has become a bi-annual event.

In 1998, the battalion supported approximately twelve exercises around the world. Platoons and detachments supported AOT, CAX, Northern Edge, and Arctic Care. The battalion staff augmented 23rd Marines' staff at AOT-98. Recon Marines provided our active duty counterparts with OpTempo relief in Panama as part of a security mission. In February and October, Marines from San Antonio (Companies A, C, and H&S) conducted field exercises in Fort Bragg, North Carolina and Fort Carson, Colorado.

During August 1998, I-I Staff and Company B Marines conducted a five-day dive operation at Yellowstone National Park. The Marines conducted Refresher Dive Training and assisted the National Park Service with environmental cleanup. This was part of the unit's Tactical Parachuting and Scuba Diving Program as well as the community action program.

In 1999, training for Company A consisted primarily of pursuing the Reconnaissance MOS and sustainment training for MOS qualified Marines and three deployments for Annual Training (AT). B Company Corpsmen participated in Operation Northern Edge and Urban Warrior during March 99. Company C concentrated on maintaining and improving MOS qualification, specifically navigation, communication,

patrolling and ground reconnaissance skills of its Marines. In Company D, 1st Platoon participated in 0321 MOS qualification exercises. 2nd and 3rd Platoons continued to train in their patrolling, navigation and communication skills, with team evaluations being held in the Mt. Taylor mountains during February drill. 2nd Platoon participated in Northern Edge in support of the US Navy's Harbor Defense Command. 3rd Plt successfully supported 23rd Marines' AOT. E Company supported three exercises during 1999: Northern Edge, Arctic Care, and Amphibious Operations Training 1-2. A particular focus in 1999 was to increase unit visibility while concurrently fostering a positive image of the Marine Corps in Anchorage and the entire state of Alaska. The Marines of E Company participated in numerous honor guards, color guards, funeral details, public appearances, speaking engagements and other events as requested. In 1999, H&S Company continued its mission of general support of the battalion. The 5th Annual Tour de Tots bicycle tour grew to over 1,100 riders and raised approximately \$20,000.00. The Toys for Tots 5K Fun Run drew over 500 runners and raised approximately \$6,500.00. Donations amounted to \$94,643.51 and approximately 37,880 children received more than 113,652 toys.

3rd Force Reconnaissance Company

In 1997, AOT 1 & 2 Annual Training in Coronado in support of 23rd Marines was conducted during the months of July and August. In February 1998, Operation Strong Resolve was conducted in Norway, where 3rd Force Recon was in direct support of II MEF G-2. The operation went well and 3rd Force Recon demonstrated its ability to execute II MEF exercise plans. From July to August 1998 3rd Force Recon deployed to Panama as a detachment to conduct Jungle Operations with 4th SCAMP and established security on the perimeter of Howard AFB. In February 1999, 3rd Force Recon deployed in direct support of II MEF for Battle Griffin. In July 99, 3rd Force Recon served in direct support of 25th Marines for CAX 7 & 8.

Throughout each year 3rd Force Recon participated in numerous Community Outreach programs, including Toys for Tots, funeral details, color guards and parades. Some of the highlighted Community Outreach programs conducted involved representation at Korean and Vietnam War Veterans Memorials.

4th Force Reconnaissance Company

Major training highlights for the 4th Recon Company each of the past three years included Recon Block Training conducted in Hawaii, the MC-5 Static Line/Ram Air Transition Package, annual training (AT) conducted in 29 Palms, CA during CAX, and the Hawaii Combined Arms Operation (HCAO) held on the big island of Hawaii.

For the past three years, the 4th Recon Company has provided mobile training teams (MTT) in support of various training requirements. The first MTT was held in 1997 for the California Department of Forestry (CDF), in which 4th Force Recon instructed the CDF in patrolling, observation techniques, and reporting procedures. The second MTT took place in Curacao where one Reconnaissance team was attached to 3rd Force Reconnaissance Company. During this MTT, this team trained with the Dutch Marines and conducted numerous live-fire and patrolling exercises. In 1999, 4th Recon again held an MTT for the California Department of Forestry.

Each year, 4th Force Reconnaissance Company conducts cross training with 1st Force Reconnaissance Company and with 5th Force Reconnaissance. In July 1998, 4th Force Reconnaissance Company supported 3rd Force Reconnaissance Company in Panama during their LAR/V dive operation.

In 1997, members of the Reno detachment participated in providing humanitarian relief assistance to the cities of Reno and Sparks, Nevada. For their actions, the unit received letters of appreciation and commendations from local law enforcement and rescue agencies. During the last three annual Toys for Tots campaigns the Hawaii and Reno Marines collected over 183,000 toys, which were distributed to needy children throughout the state of Hawaii, northern Nevada, and California. For the past three years the Hawaii Marines and Sailors have participated in the Adopt A School program.

During FY98, the Reno Detachment continued to use local assets such as the Nevada Air National Guard, the Nevada Army National Guard, and various Air Force platforms. This years major training highlights were the MC-5 Ram Air Parachute transition package and the annual training deployment conducted at Lassen National Forest. In FY99, the Reno detachments participated in the Amphibious Orientation Training (AOT) held at MCB Camp Pendleton.

4th Tank Battalion

In 1997, Company C, located in Boise Idaho, won the Battalion Hot Shot Gunnery Competition held at Fort Knox, Kentucky. This crew represented the battalion at the Second Annual Marine Corps Tank Gunnery Competition and won in a shoot-off against the top tank crews from 1st, 2nd and 8th Tank Battalions. The battalion's participation in the Marine Corps' Toys for Tots program continued to grow. In the San Diego area alone over 38,000 toys were distributed to deserving families in 1997.

On 21 March 1998 4th Tank Battalion activated Company D located in Moreno Valley, California. The activation of Company D brought the battalion up to a full complement of four tank companies. In July of 1998 the battalion Battle Staff deployed to Fort Knox, Kentucky for its annual training. The Battle Staff conducted a Battalion Battle Simulation (BBS) exercise. The BBS exercise was the culmination of annual training for the Staff in preparation for a battalion field exercise to be conducted at MCAGCC 29 Palms, California in FY-99. The battalion's participation in the Marine Corps' Toys for Tots program grew significantly. The addition of Company D in Moreno Valley, California expanded the program to portions of San Bernardino and Riverside Counties. In the San Diego area over 43,000 toys were distributed in the local area.

In September of 1999, Company C again won the Battalion Hot Shot competition. In October 1999 this crew represented the battalion at the Forth Annual Marine Corps Tank Gunnery Competition held at Fort Knox, Kentucky. For the second time the tank crew from Company C won the competition in a shoot-off and was recognized as the best tank crew in the Marine Corps. In July of 1999, 4th Tank Battalion conducted a force-on-force exercise during its annual training at MCAGCC, 29 Palms, California. Battalion units included Headquarters and Services Company from San Diego, California, Company C from Boise, Idaho, Company D from Moreno Valley, California, and the Tow/Scout Platoons from Amoral, Texas. The opposing force consisted of Company B, 1st Tank Battalion, and a Platoon (minus) from 4th Light Armored Reconnaissance Company.

8th Tank Battalion

Since 1996, 8th Battalion has hosted the Marine Corps Total Force Tank Gunnery Competition, TIGER-COMP. Each year the best tank crews from each of the four Marine tank battalions have come together at Fort Knox, KY for the annual competition. In addition, the battalion annually provides a company of tanks to support one of the Reserve CAXs at MCAGCC, Twenty-Nine Palms, California.

Toys for Tots continues to be a success story, and the battalion collects approximately 300,000 toys each year. Of significant note is the effort of the TOW/ Scout Platoon in Miami FL, which annually collects and distributes over 200,000 toys. 8th Tank Battalion was the recipient of the General Harry Schmidt award for the most outstanding battalion in the 4th Marine Division in the Combat Support Category for both 1997 and 1998.

In 1998, 8th Tank Battalion and 2nd Tank Battalion formalized their affiliation agreement. 8th Tanks adopted 2nd Tanks Combat SOP, and platoons from both Bravo and Delta Companies participated in Amphibious Operations Training (AOT) at Camp Pendleton. Charlie Company participated in CAX 8/98, 24th Marines. TOW crew from TOW/Scout Plt, H8S Co., from Miami, FL won the TOW competition of TIGERCOMP III in 1998. This was the first year that a TOW crew competition was held as part of TIGERCOMP. Delta Company supported 25th Marines during CAX 8/99. Delta Company also participated in Exercise Ready Warrior 99. This exercise tested the company's ability to mobilize to the SIA, and conduct training in preparation for deployment, and provided an additional opportunity for Marines of 8th Tank Battalion to affiliate the members of 2nd Tank Battalion. 8th Tank Battalion conducted Exercise Resolute Warrior 99 at Fort Knox KY.

Tow Company

During 1997, Anti-Tank (TOW) Training Company focused on supporting the 9 infantry battalions of the 4th Marine Division with trained TOW sections for their Annual Training. In 1997, sections trained with 1/25 in Fort Drum for Cold Weather Training 11-24 Jan, 2/23 at CAX 7-97 5-22 Jun, 2/25 at CAX 8-97 28 Jun-12 Jul, 2/24 at AOT 2-97 2-16 Aug, 2/25 at MWTC for Winter Mountain Ops 5-20 Dec. The company was involved in community outreach throughout the year, including color guards, funeral details for Marine veterans, personnel and equipment support for community events, and equipment displays for various groups. The year's efforts were capped off in December by a very successful Toys for Tots campaign that resulted in the distribution of over 25,000 toys to needy children in the Eastern Oklahoma area.

The TOW School was expanded in 1998 and both the 23rd and 25th Marine Regiments sent students from their Anti-Tank Platoons. The TOW School was moved to Fort Riley, KS to better accomplish the training. During 1998 SINCGARS radios began to be employed by the unit. On 1 Oct 1998 Anti-Tank (TOW) Training Company, 4th Tank Battalion, was redesignated Anti-Tank Training Company, under G-3T, 4th Marine Division. In addition to the TOW School AT, various sections went on AT's with their parent commands. 3/25 at CAX 7-98 6-21 Jun, 1/24 at MWTC for Summer Mountain Ops 13-28 Jun, 3/24 at CAX 8-98 27 Jun-12 Jul. The company continued its community outreach efforts throughout 1998, and had another successful Toys for Tots campaign that resulted in the distribution of over 28,000 toys to needy children in the Eastern Oklahoma area.

During 1999, Anti-Tank Training Company continued to focus on providing the Battalions of 24th and 25th Marines with trained TOW Sections. Including its own TOW School AT, the staff supported 7 ATs. The TOW School this year was instrumental in reducing the MOS-mismatch throughout the division. In addition to the TOW School AT, various sections went on AT's with their parent commands. 1/24 and 3/24 at AOT 17-31 Jul, 2/24 at CAX, 1/25 at Quantico, VA 1-15 Aug, 2/25 at Battle Griffin 7-21 Mar, and 3/25 at Fort Drum 19 Jul - 8 Aug. In 1999, the company supported the needs of citizens whose homes were destroyed by the tornadoes that struck Oklahoma City. The year's community outreach efforts were capped off in December by a very successful Toys for Tots campaign that resulted in the distribution of over 32,000 toys to needy children in the Eastern Oklahoma area.

4th Assault Amphibian Battalion

1997 began with the battalion receiving special recognition for its outstanding performance of duty when it was awarded the coveted General Harry Schmidt Award for an unprecedented second consecutive year. This award is given to the number one combat support unit in the 4th Marine Division. 1997 saw a vast increase in the readiness of the battalion. With only two subordinate companies, 4th AAV met the combat support requirements normally expected of an active duty battalion possessing four companies. During the summer of 1997, the battalion provided combat support and mechanized troop lift for two Combined Arms Exercises and two Amphibious Operations Training (AOT) exercises. Additionally, the battalion provided all AAV maintenance support to the Enhanced Equipment Allowance Pool (EEAP) at 29 Palms during the crucial Post CAX maintenance period.

4th AAV Battalion's ATs involved training and operations supporting a wide range of operational commitments and scenarios in a variety of environmental conditions. These operations included CAX 7/97 and 8/97 in the desert heat of 29 Palms and Amphibious Operation Training (AOT) on the beaches on Camp Pendleton. The battalion also supported active duty forces during Foal Eagle 97 in Korea, Tandem Thrust 97 in Australia, and the 2nd AAV Battalion in Cortramid 97.

The 4th Assault Amphibious Battalion was also highly visible in various community outreach activities during 1997. Marines from the battalion participated in countless static displays and capability demonstrations to support the community and local recruiters.

In 1998 the battalion was focused on developing and implementing initiatives regarding crew stability and unit cohesion. The battalion, in light of the existence of overseas commitments, supporting two CAX's and two AOT's, began to formalize plans that would lead to the activation of a third AAV company. The battalion assimilated the Peacetime Wartime Support Team into all unit activities and ensured constant visibility to the local areas. Operation Pacific Fury, a WWII Pacific Theater reenactment was a highlight in this year's outreach programs. Participation in several 5K runs and the opportunity to host Young Marine Units and Boy Scout Troop meetings have enabled battalion Marines to make an important contribution to all the local communities.