

UNITED STATES  
MARINE FORCES RESERVE

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VISION AND  
STRATEGY

2014 - 2019

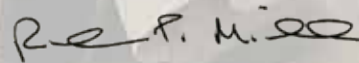


## FOREWARD

Since taking command, the Marines, Sailors, and civilian Marines of U.S. Marine Corps Forces Reserve (MARFORRES) have reinforced what I already knew to be true – MARFORRES is a tremendous asset to the Marine Corps. We will continue to be an integral component of the Total Force Marine Corps, ensuring the Service achieves its roles and missions. The reduction in Marine Corps Active Component end-strength requires the Total Force to function at a higher operational tempo with consequential shorter dwell times. This encompasses a degree of risk in the ability to simultaneously respond to multiple large scale contingencies. This risk can be mitigated by the integration of MARFORRES units and individuals into the sourcing equation for Service and Combatant Commander requirements.

MARFORRES must maintain a ‘Ready-Relevant-Responsive’ force capable of seamlessly augmenting and operating as a part of the Total Force to fulfill Combatant Commander (CCDR) and Service rotational and emergent requirements. We will focus on readiness, core competencies, and the health of the force in order to meet our Commandant’s desired goal to provide “the right force, in the right place, at the right time.”

Semper Fidelis



Richard P. Mills  
Lieutenant General, U.S. Marine Corps  
Commander, Marine Forces Reserve

*The purpose of this Vision and Strategy is to provide the Force with a clear and common understanding of MARFORRES’ role and mission, publish the design to further increase the capability of our Force, and describe how we will get there...together.*

# MARFORRES

## Air Ground Team





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# INTRODUCTION

The Department of Defense (DoD) strategy to sustain U.S. global leadership in the 21st Century focuses on transitioning from today's wars to preparing for future challenges. This strategy addresses the broad range of U.S. national security interests, rebalancing and reforming the military, and supporting the national security imperative to reduce the deficit by decreasing defense spending. The current overarching defense strategy theme is ensuring that all elements of U.S. national power are enabling our military to be prepared for sustained military readiness.

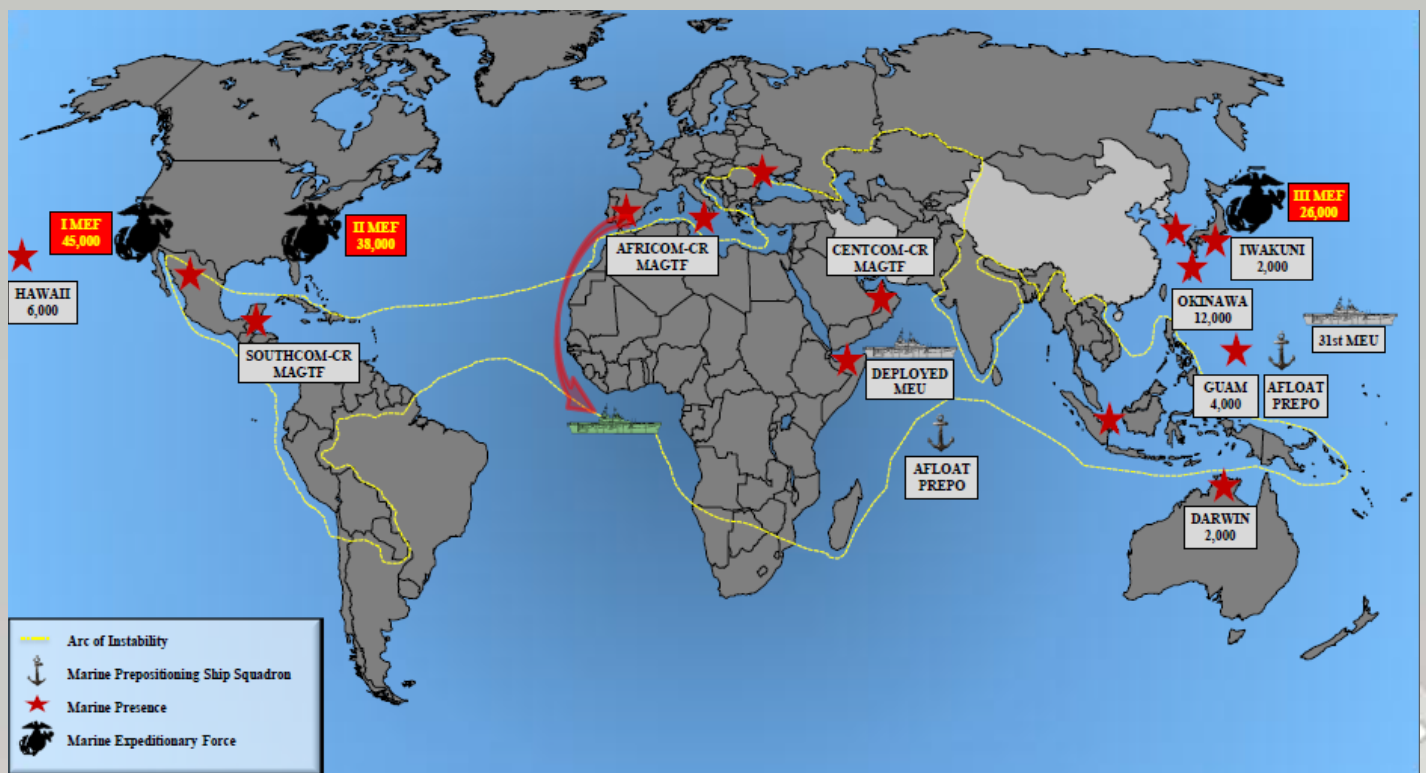
<p style="text-align: center;"><b><u>Institutional Reform</u></b></p> <ul style="list-style-type: none"><li>• <b>HQ Reductions and Reorganization</b><ul style="list-style-type: none"><li>– Reduction of one 3-Star Warfighting HQ</li><li>– Reorganized three 1-Star HQs into JTF qualified Expeditionary Brigades</li><li>– Standing up 3 Crisis Response MAGTFs (AFRICOM, CENTCOM, SOUTHCOM)</li></ul></li><li>• <b>Middleweight Naval Force</b></li></ul>	<p style="text-align: center;"><b><u>Protect Investments in Emerging Capabilities</u></b></p> <ul style="list-style-type: none"><li>• <b>Unmatched Operational Maneuver in Contested Areas</b><ul style="list-style-type: none"><li>– Amphibious Combat Vehicle (ACV)</li><li>– F-35B JSF</li><li>– MV-22B</li></ul></li></ul>
<p style="text-align: center;"><b><u>Re-Evaluate Force Planning Construct</u></b></p> <ul style="list-style-type: none"><li>• <b>Force Restructure</b><ul style="list-style-type: none"><li>– New Forward Deployed Crisis Response Task Forces</li><li>– Return to Western Pacific Unit Deployment Program</li><li>– 1,000 additional Marine Security Guards</li><li>– More Marines conducting Theater engagement</li></ul></li></ul>	<p style="text-align: center;"><b><u>Achieve Balance</u></b></p> <ul style="list-style-type: none"><li>• <b>Modern Force</b><ul style="list-style-type: none"><li>– Investment in Marines, Technology, Modernization</li></ul></li><li>• <b>Leading Edge of Joint Force</b><ul style="list-style-type: none"><li>– Forward Deployed and Ready to Fight</li></ul></li><li>• <b>Infrastructure Development</b><ul style="list-style-type: none"><li>– Enabling Future Readiness through continued investment</li></ul></li></ul>
<p style="text-align: center;"><b><u>Prepare for Prolonged Military Readiness</u></b></p> <ul style="list-style-type: none"><li>• <b>America's Expeditionary Force in Readiness</b><ul style="list-style-type: none"><li>– We are ready to respond TODAY</li><li>– We have prioritized readiness in our A-POM</li><li>– 1:2 deployment-to-dwell tempo (OSD goal 1:3) for Active Component</li><li>– 1:4 mobilization-to-dwell tempo (OSD goal 1:5) for Reserve Component</li></ul></li></ul>	<p style="text-align: center;"><b><u>Personnel and Compensation Policy</u></b></p> <ul style="list-style-type: none"><li>• <b>High Quality People</b><ul style="list-style-type: none"><li>– Recruit, Educate , and Retain</li></ul></li><li>• <b>Focus on Standards, Accountability, Leadership</b></li><li>• <b>Keeping Faith with Marines while Considering Alternatives</b></li></ul>

Figure 1. Marine Corps Implementation Actions to Align with SecDef Strategic Guidance and Priorities for 21st Century Defense.

Furthermore, the Commander in Chief declared, “As we end today’s wars and reshape our Armed Forces, we will ensure that our military is agile, flexible, and ready for the full range of contingencies.” In the end, the United States must and will keep its military the best trained, best led, and best equipped fighting force in history.<sup>1</sup> The Marine Corps has implemented several actions to align with the DoD Priorities for 21st Century Defense (Figure 1).

<sup>1</sup>Department of Defense, 2012. *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*.

# USMC in 2020



*The Nation's Crisis Response Force forward deployed and poised to respond within the arc of instability and within regions of anticipated future conflicts.*

Figure 2. USMC Future Force Posture.

“The Marine Corps is and will remain poised to fulfill its essential role in our national security by serving as America’s Expeditionary Force in Readiness - a balanced air-ground-logistics team. We are forward-deployed and forward-engaged: shaping, training, deterring, and responding to all manner of crises and contingencies. We create options and decision space for our nation’s leaders. Alert and ready, we respond to today’s crisis, with today’s force... TODAY. Responsive and scalable, we team with other services, allies and interagency partners. A middleweight force, we are light enough to get there quickly, but heavy enough to carry the day upon arrival, and capable of operating independent of local infrastructure. We operate throughout the spectrum of threats — irregular, hybrid, conventional — or the shady areas where they overlap. Marines are ready to respond whenever the nation calls... wherever the President may direct.”<sup>2</sup> The Marine Corps future force posture addresses optimizing global presence and minimal response times while operating within stricter fiscal constraints (Figure 2). Marine Forces Reserve will continue to augment, reinforce, and sustain the active component as part of a Total Force effort.

Critical to our success, the Corps will continue to rely upon the Total Force when sourcing MAGTF training, exercises, shaping operations, crises, or contingency support.  
--General Amos, Guidance for Integration of the Total Force, 2013

<sup>2</sup>Amos, J. (2010). 35th Commandant’s Planning Guidance.



## SITUATION

**General.** Since 9/11, the Reserve Component (RC) has evolved from a strategic capability to an operational and strategic capability — able to simultaneously fulfill both roles. In an operational role, the RC has sourced emergent and rotational CCDR and Service requirements across a variety of military operations. The RC has consistently supported Phases II through IV (Seize Initiative – Dominate - Stabilize) in Iraq and Afghanistan augmenting and reinforcing the AC as the purpose built “shock absorber.” Concurrently, the RC performs its role by sourcing Phase 0 (Shape) and Phase I (Deter) with units and detachments in support of CCDR requirements through Theater Security Cooperation, exercises, and OPLAN/CONPLAN support. In addition, the RC provides individual augmentation to regional Marine Forces (MARFOR) and Marine Expeditionary Force (MEF) staffs to reinforce existing AC staffs across all warfighting functions.

The scope and complexity of today’s operating environment continues to place demands on the U.S. Marine Corps’ capacity to source both CCDR and Service requirements. With the rapid proliferation of new technologies and increasing usage of irregular warfare tactics, techniques, and procedures (TTP), state and non-state actors will be even more empowered to pose a wide range of security threats to our Nation. An uncertain and volatile security environment, the planned reduction in military end strength, and constrained fiscal resources demand that the future role of MARFORRES as an element of the Total Force be well planned, well understood, and most of all, well executed.

**Friendly.** MARFORRES forces have unique distinctions compared to the AC, such as:

1. Authorities to activate and mobilize the force.
2. Dispersed force laydown  
MARFORRES is comprised of 160 Sites across the Continental United States, Hawaii, Alaska, and Puerto Rico. (Figure 3)
3. Training is limited to 48 drill periods and 14 days of annual training each year.

### U.S. Marine Forces Reserve Site Locations



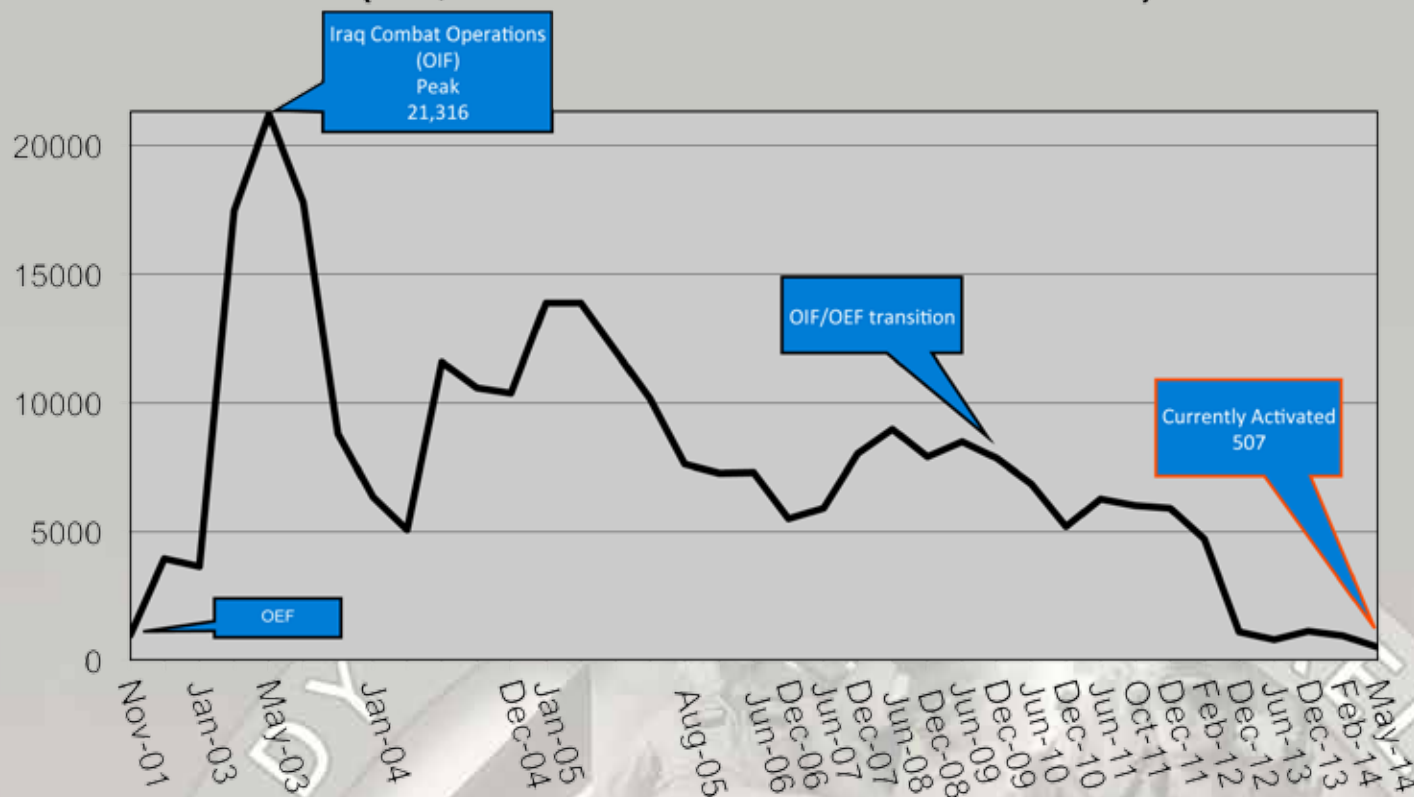
Figure 3. MARFORRES Site Locations.

**Special.** Providing ready units and detachments in a timely manner to augment and reinforce the active component is why Marine Forces Reserve exists. Between 2001-2014, MARFORRES activated and deployed more than 78,000 Selected Marine Corps Reserve (SMCR) Marines in support of Overseas Contingency Operations (OCO) (Figure 4).

<sup>3</sup>DoDD 1200.17: *Managing the RC as an Operational Force.* (2008).



# Operational Employment (78,789 activations 2001-2014)



**100% of MARFORRES BNs/SQDNs have been activated**

Figure 4. MARFORRES Activations Supporting Ccdr Requirements.

The continuous employment of MARFORRES forces since 2001 has produced a core of combat experienced officers and enlisted leaders that are the most capable in our organization's history. These individuals have gained valuable combat experience while also successfully balancing the needs and demands of their family and civilian employers. This pool of trained and experienced combat leaders will serve as a source of strength as MARFORRES refocuses to meet the challenges of the future security environment. Additionally, the continued recruitment of prior service Marines will further enhance our ranks with combat experienced Marines.

The substantial number of mobilizations that occurred since 2001 has resulted in a marked increase in resident MARFORRES and Major Subordinate Command (MSC) staff knowledge of the service policies and processes that support the mobilization, activation, integration, and deactivation of the RC. (Figure 4) Our integrated Total Force combat operations and mobilization experience will ensure that MARFORRES is ready, relevant, and responsive in the event of a future major contingency.



Activation of MARFORRES forces requires statutory authorities under Title 10, United States Code (10 U.S.C.). Since 2001, the Marine Corps has used either Section 12302, (involuntary activation) or Section 12301d (voluntary activation) authorities funded by OCO supplemental appropriations to activate units, detachments, and individuals. Future appropriations to support either involuntary or voluntary activations require programmed funding and planned requirements to use the newest activation authority contained in 10 U.S.C., Section 12304b.

**Threat.** In an era of persistent conflict, the United States confronts aggression from an array of malevolent state and non-state actors. The United States, our allies, and our partners face a spectrum of challenges, including: emerging competitor states, proliferation of al-Qaeda-inspired extremism, violent transnational extremist networks, piracy, states unable to control their territory, hostile and rogue states armed with weapons of mass destruction, rising regional powers, emerging space and cyber threats, natural and pandemic disasters, and a growing competition for resources. In summary, the causes of instability and conflict are long-term challenges that will become more complicated in the future (Figure 5).

## Likely Security Environment in 2020

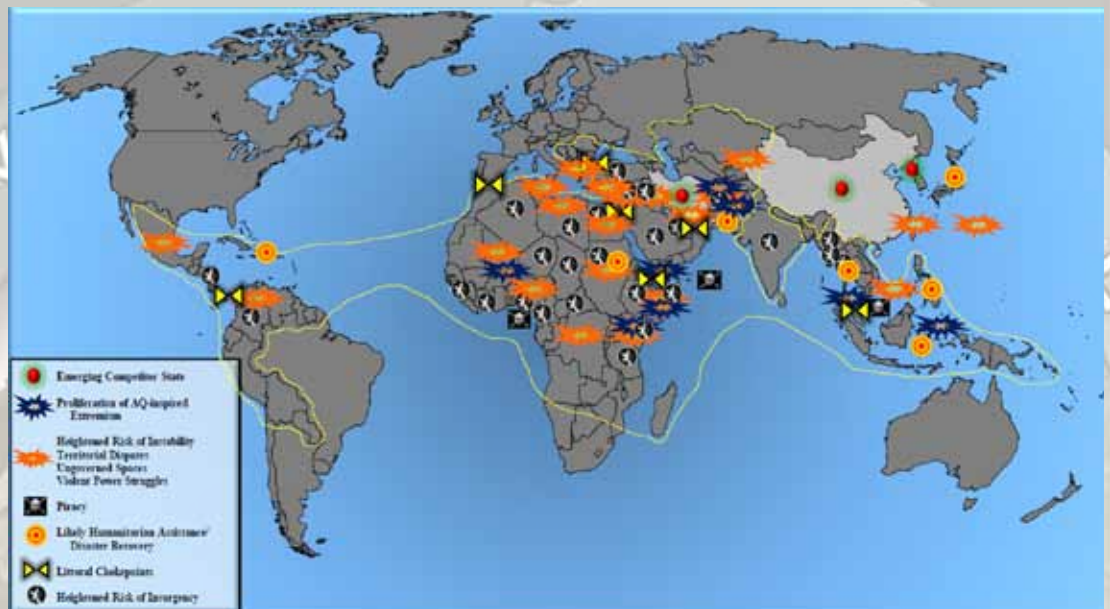


Figure 5. Likely Security Environment in 2020.

Violent transnational extremist networks such as al-Qaeda and its associates continue to comprise a complex and urgent challenge. Today's violent extremist ideology rejects the rules and structures of the international system. Its adherents reject state sovereignty, ignore borders, and attempt to deny self-determination and human dignity wherever they gain power.

The inability of many states to police themselves effectively or to work with their neighbors to ensure regional security will be an enduring problem. Armed sub-national groups and other non-state actors will continue to exploit local geographical, political, or social conditions to establish safe-havens from which they can operate with impunity. If left unchecked, ungoverned, under-governed, misgoverned, and contested areas can increase instability, spread, and threaten regions of interest to the United States, our allies, and our friends.

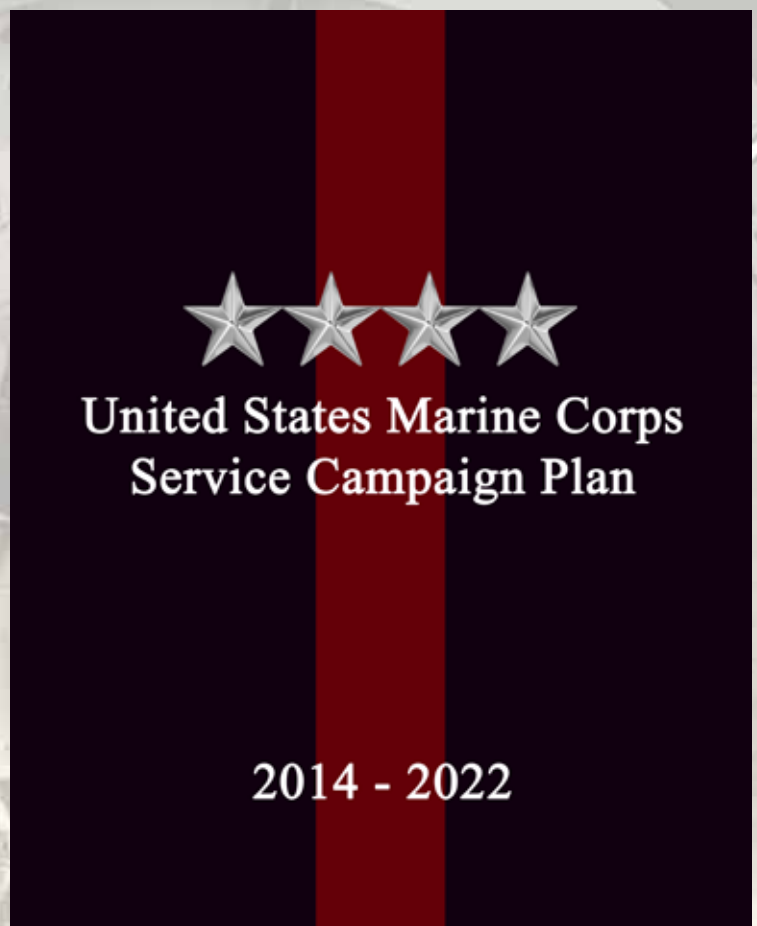
Challenges posed by other nation-states will also become a concern in the near future. Some may actively seek to counter the United States in some or all domains of traditional warfare or to gain an advantage by developing capabilities that offset our own. Additionally, the proliferation of precision weapons, proxy warfare, and the ability to counter U.S. collection capabilities create problems the U.S. will have to overcome.

Rogue states continue to threaten international order. State-sponsored terrorism, the pursuit and proliferation of nuclear and disruptive technologies, and attempts to disrupt fledgling democracies, such as those in Iraq and Afghanistan, continue to threaten the homeland and U.S. interests globally

**Higher.** Marine Corps Service Campaign Plan (MCSCP) and Expeditionary Force 21 (EF 21) provide amplifying guidance on the employment of the Total Force.

**Marine Corps Service Campaign Plan<sup>4</sup>.** This plan identifies goals, sets objectives, and provides guidance to maintain or enhance proficiency in our core competencies. The MCSCP is the lens through which CMC's priorities are acted upon to guide the development and sustainment of the Total Force.

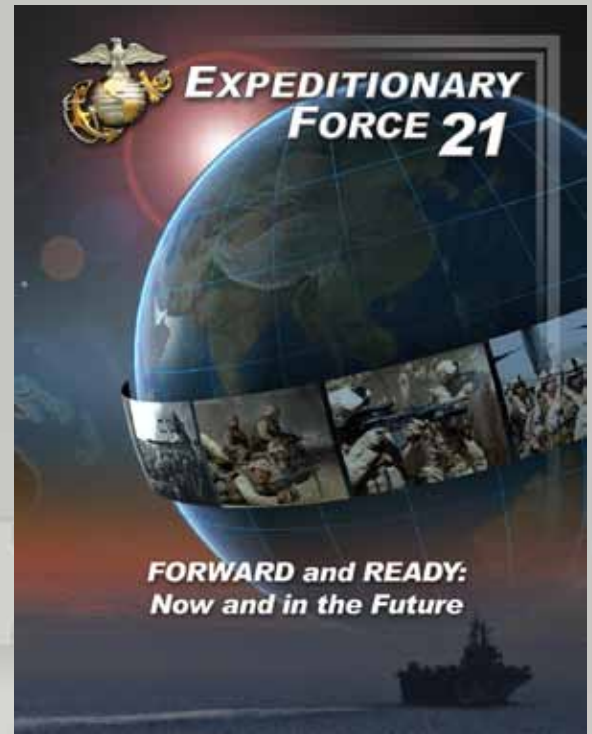
In posturing the Marine Corps for crisis response, the MCSCP directs a Total Force goal that “The Marine Corps Reserve is used as a general purpose force, continuing to support Global Force Management (GFM) operational requirements consistent with available resources.” The MCSCP also directs an additional goal to “Optimize Total Force Integration through Service-directed tasks.” This goal directs the use of the RC through the Service’s existing force allocation processes to develop the best sourcing solutions in support of validated requirements. The RC must remain a viable force provider to augment, reinforce, and sustain our AC units and capabilities.



<sup>4</sup>Marine Corps Service Campaign Plan 214-2022. (2014).



**Expeditionary Force 21**<sup>5</sup>. EF 21 is the CMC's vision for designing and developing the Force. "Expeditionary Force 21 provides guidance for how the Marine Corps Total Force - as an integral part of the larger naval joint team - will be postured, organized, trained, and equipped to fulfill assigned public law and national policy responsibilities. Expeditionary Force 21 does not change what Marines do, but how they do it."



Expeditionary Force 21 serves as a conceptual framework for how the Total Force conducts operations as we approach the next decade. "It is essential to develop a Total Force (Reserve and Active forces) approach to supporting regional orientation and sourcing Global Combatant Commander (CCDR) requirements. In many instances our reserve forces provide an institutional shock absorber to meet expanding requirements for employing Marine forces in theater security cooperation and contingency response."

### **Assumptions**

1. Force restructuring will result in a 175K AC force and a restructured RC.
2. USMC future force posture, coupled with decreasing AC structure, requires rotational augmentation and reinforcement from MARFORRES.
3. Access to MARFORRES in support of operational requirements, short of a national emergency, will require the use of 10 U.S.C., Section 12304b activation authorities and baseline funding programmed two years before unit/detachment activation.

### **Mission**

Commander, Marine Forces Reserve (COMMARFORRES) commands and controls assigned forces for the purpose of augmenting, reinforcing, and sustaining the AC with trained units and individual Marines as a sustainable and ready operational reserve in order to augment and reinforce active forces for employment across the full spectrum of crisis and global engagement. On matters pertaining to Marine Forces Reserve, COMMARFORRES serves as the principal advisor to CMC.

<sup>5</sup>*Expeditionary Force 21 Capstone Concept. (2014).*



# EXECUTION

## Commander's Intent

**Purpose.** To provide the Force with a clear and common understanding of the MARFORRES role and mission and to publish the design to further increase the capability of our Force.

**Method.** We will preserve and further build upon our operational experience gained during our integrated Total Force combat operations. We will sustain our manning levels with quality individuals and maintain our supplies and equipment in a high state of readiness. We will focus our training in a cost-effective manner, on the mastery of our Mission Essential Tasks and Warfighting fundamentals that directly support unit readiness and improve our ability to activate and deploy units to win our Nation's battles.

We will adhere to our Force objectives, focus on our core competencies, and achieve our Lines of Operation (LOO) in order to accomplish our Mission Essential Tasks (METs).



**Endstate.** When directed, MARFORRES provides Ready, Relevant, and Responsive Forces to support emergent and rotational Service and CCDR requirements.

# U.S. MARINE FORCES RESERVE VISION & STRATEGY 2014-2019



Figure 6. MARFORRES Vision & Strategy 2014-2019.

## [Concept of Operations](#)

## [MARFORRES VISION AND STRATEGY 2014-2019.](#)

This Vision & Strategy will guide MARFORRES over the next several years. The concept (Figure 6) is built upon the foundation of Service Guidance and is congruent with the Marine Corps Service Campaign Plan. It contains three fundamental pillars: Force Objectives, Core Competencies, and LOO. These three pillars are inextricably linked and mutually supporting.

When these three pillars are employed, it allows MARFORRES to accomplish its three METs:

1. Provide forces in support of Contingency Planning Guidance
2. Provide forces in support of CCDR Rotational Force Requirements
3. Perform Mission Assurance to provide protection and availability of assets and infrastructures critical to the execution of the mission.

Commander, Marine Forces Reserve establishes Force Objectives, Core Competencies, and LOO to guide commanders and staffs in the planning, training, and execution of their activities.



**Force Objectives.** Commander, Marine Forces Reserve established three force objectives in his Guidance to the Force (Enclosure 1):

1. **Win Our Nation's Battles.** Win Our Nation's Battles – Marines have always answered the Nation's call. Marines, active and reserve, have been ready when the nation was least ready. As Marines, this is what we do. MARFORRES' highest priority for resources and support will be focused on our next-to-deploy forces to set conditions for mission success. We will provide these forces with the best available training and equipment necessary to respond to missions across the range of military operations.

2. **Maintain a Ready, Relevant, and Responsive Force**

**Ready.** Our Marines are our most important asset. We must permeate our ranks with the best our Nation has to offer and sustain a high state of personnel readiness. Accountability of supplies and equipment is critical in our current resource constrained environment. Deficiencies in individual or unit equipment have a direct impact on Force readiness. We must maintain our A through E Table of Allowance Materiel Control Number equipment in a high state of readiness at all times. We cannot go to the fight unless we can shoot, move, and communicate.

**Relevant.** Trained Marines are our most lethal weapon system. Mastery of a Marine's basic individual skills and MOS-related Mission Essential Tasks are critical to our units' success. Our units must be able to command and control across the Range of Military Operations in a digital and covered environment throughout the six warfighting functions. Expertise in basic warfighting fundamentals is necessary for MARFORRES to seamlessly integrate with the AC.

**Responsive.** When called upon, MARFORRES must be prepared to deploy combat-ready units to augment and reinforce all elements of the MAGTF. (See front-inside cover).

3. **Enforce Standards and Adhere to Values.** How well the force performs individual and collective tasks depends greatly on our adherence to our profession of arms and exceptional values. These enduring values are deeply rooted in our proud heritage and traditions, and continue to shape our Marines' actions both on and off duty. MARFORRES will maintain and enforce the institution's established standards of good order and discipline within our basic daily routine. It is the responsibility of leaders at every level, from fire team to the Commanding General, to adhere to and preserve our time-tested standards that make Marines unique and exceptional. By doing so, our Marines will reflect the image that our country expects.



**Core Competencies.** Core competencies are fundamental command functions that provide direction and facilitate the allocation of resources. Application of core competencies support our ability to maintain individual and unit readiness to effectively provide **Ready, Relevant,** and **Responsive** forces in support of operational requirements. MARFORRES' core competencies include the following command functions: Organize, Man, Train, Equip, and Provide.

1. **Organize.** Per Title 10 U.S.C., MARFORRES is a Service-retained operational Force under the administrative control of the Secretary of the Navy and the CMC, and is not assigned to a CCDR.

Comprised of a Command Element and four MSCs, MARFORRES consists of a Force Headquarters Group, a Marine Division, a Marine Aircraft Wing, and a Marine Logistics Group that exercise command over assigned forces.

COMMARFORRES commands subordinate Forces per the authorities delegated by CMC and can organize subordinate commands and Forces as necessary to carry out assigned missions.

2. **Man.** Marine Forces Reserve assigns available personnel against the force's manpower requirements as established in the Table of Organization (T/O). Marine Forces Reserve coordinates with Headquarters Marine Corps (M&RA) for AC and Active Reserve (AR) staffing goals and Marine Corps Recruiting Command (MCRC) to establish prior service and non-prior service recruitment missions
3. **Train.** Per Title 10 U.S.C., Section 12301b, the Service Secretary may call active status Ready Reserve up to 15 days per year to conduct Annual Training (AT). In addition, active status Ready Reserve are authorized up to 48 Inactive Duty Training (IDT) periods ("drills") per Fiscal Year. Commander, Marine Forces Reserve provides the MSCs with the MARFORRES Training and Readiness Plan to prepare units to source CCDR and Service requirements. Additionally, COMMARFORRES provides a Fiscal Year Operational Employment and Training Plan that delineates MARFORRES participation in operational and Service/CJCS exercises. To resource these plans, COMMARFORRES provides funding to the MSCs via the Training, Exercise, and Employment Plan. These funds include Operations and Maintenance Marine Corps Reserve (O&MMCR) and Reserve Personnel Marine Corps (RPMC).
4. **Equip.** Headquarters, Marine Corps assigns Tables of Equipment (T/E). Commander, Marine Forces Reserve authorizes MSCs with an equipment Training (T/A) Allowance to ensure units can accomplish MET training and maintain a high state of equipment readiness without the presence of an entire T/E. In the case of a major contingency operation, global sourcing is expected to fill the T/A to T/E gap.
5. **Provide.** As directed by the CMC, COMMARFORRES provides forces in order to reinforce, augment, and sustain Service requirements.

**Lines of Operation (LOO).** This is a logical line connecting actions and decisive points to an objective. COMMARFORRES has established two LOOs: “Force Readiness,” and “Provide Forces.” Each LOO possesses associated subordinate goals and supporting objectives. These goals and supporting objectives guide and coordinate actions across the Force.

**LOO #1: Force Readiness.** Force Readiness is defined as the ability to provide manpower and equipment organized into capability sets to satisfy Service and CCDR requirements. MARFORRES LOO #1, Force Readiness, has five subordinate goals: Personnel, Training, Supply, Equipment, and Medical/Dental.

**Goal 1.** Personnel Readiness

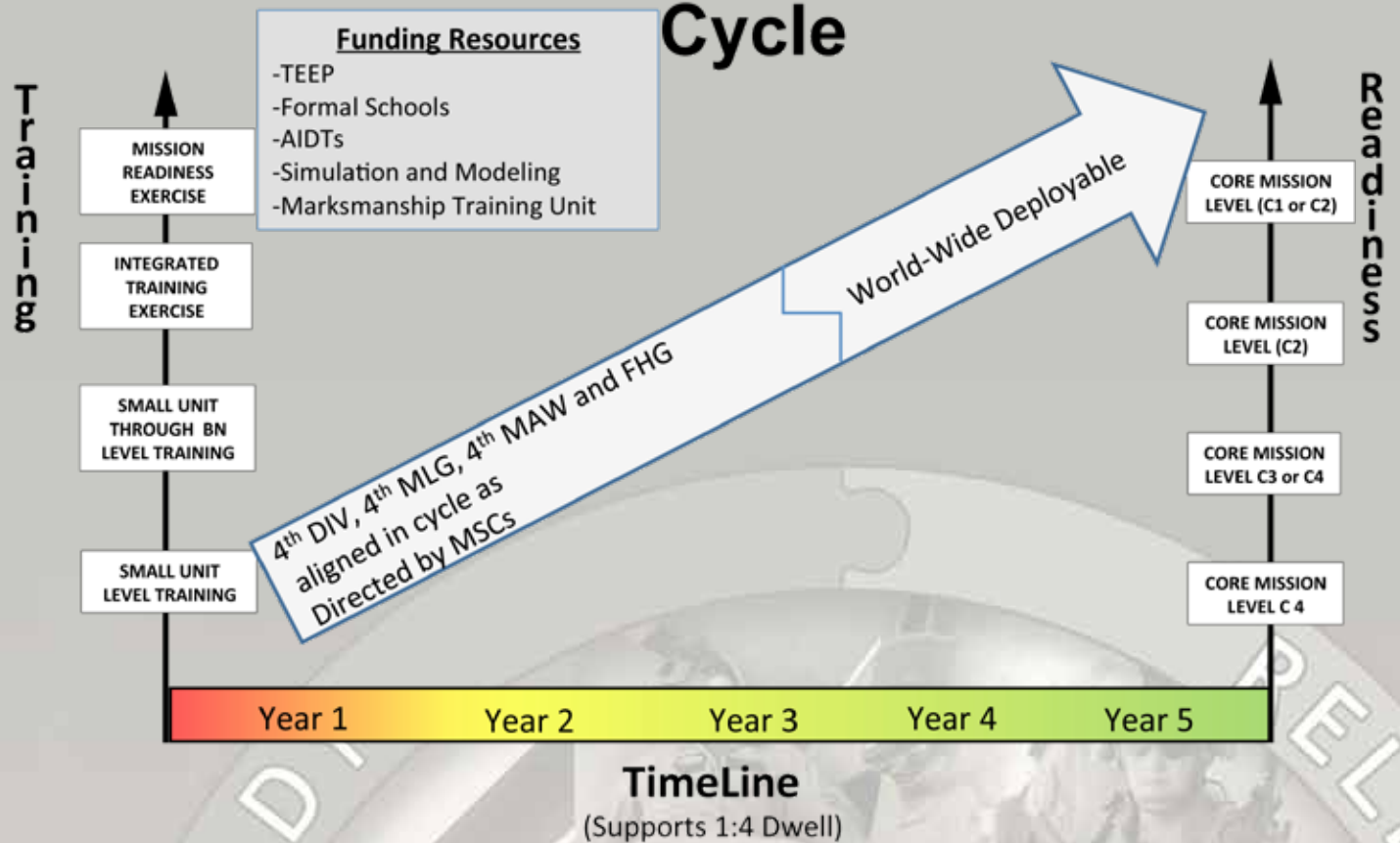
- a. **Objective** - Provide deployable, MOS-qualified personnel ISO CCDR requirements.
- b. **Objective** - Maintain staffing goal.
- c. **Objective** - Focus on leadership and mentoring to influence recruiting and retention.

**Goal 2.** Training Readiness

- a. **Objective** - Accomplish individual MET and annual training requirements in accordance with Training and Readiness Manual 1510XX and MCBul 1500.
- b. **Objective** - Accomplish unit MET training in accordance with Training and Readiness Manual 35XX.
- c. **Objective** - Accomplish individual and unit pre-deployment training requirements to provide non-standard capabilities in support of Service validated requirements prescribed by the supported CCDR.
- d. **Objective** - Align units in accordance with the “Five-Year Training and Readiness Cycle,” which aims to provide most-ready units/capabilities on an annual basis<sup>6</sup>. (Figure 7)
  - i. YEAR 1-3: Units improve readiness levels and prepare to participate in Joint and Service exercises.
  - ii. YEAR 4: Units shall participate in unit/Service assessment exercise.
  - iii. YEAR 5: Units prepared to source Service-validated CCDR requirements.

<sup>6</sup>AMHS Msg: CMFR G3/5, 042012ZDEC13 “FY 2014-2018 MARFORRES Training and Readiness Plan”. (2013).

# Five-Year Training & Readiness Cycle



Five Year Training & Readiness Cycle ensures multiple 4<sup>th</sup> DIV, 4<sup>th</sup> MLG, 4<sup>th</sup> MAW and FHG units are ready to respond to Service and Combatant Commander Requirements

UNCLASSIFIED

Figure 7. MARFORRES 5-Year Training and Readiness Cycle.

- e. **Objective** - Ensure all Marines complete rank appropriate Professional Military Education.
- f. **Objective** - Ensure Marines complete MOS formal school training appropriate for their assigned Billet Identification Code.
- g. **Objective** - Maximize Integrated Training Opportunities with the AC to enable more effective Total Force Integration. (Figure 8)





# Maximizing Integrated Training Opportunities



**Integration of Training Opportunities will promote higher states of readiness, quicker integration and faster response times for the Total Force in order to meet CCDR requirements**

Figure 8. Integrated Training Opportunities.

## Goal 3. Supply Readiness

- Objective** - Ensure accountability, visibility, and records accuracy of equipment to provide an accurate picture of supply readiness in accordance with Field Supply and Maintenance Analysis Office Inspections.
- Objective** - Maintain an equipment T/A to achieve a sustainable balance of unit resources allocated to MET Training and Equipment Maintenance. For units in Years four or five of the 5-Year Training and Readiness Cycle, maintain a minimum supply rating of S-2 (T/A), and S-1 if executing a deployment in support of a CCDR requirement.

## Goal 4. Equipment Readiness

- Objective** - Maintain on-hand A through E Table of Allowance Materiel Control Numbers to support MET and AT requirements.
- Objective** - Obtain and maintain Equipment Readiness Levels of R-1 or R-2 for Year four and Year five forces in accordance with the 5-Year Training and Readiness Cycle.

## Goal 5. Medical/Dental Readiness

- a. **Objective** – Ensure Program 9/Health Service Augmentation Program supports MARFORRES operational/training requirements.
- b. **Objective** – Ensure Class VIII equipment/supplies are allocated to MARFORRES units as required.
- c. **Objective** – Maintain Medical/Dental Readiness at deployable levels for Year 4 and Year 5 units to ensure individuals are available for world-wide deployment in support of CCDR requirements.

**LOO #2: Provide Forces.** Since 2001, the Marine Corps has mobilized Reserve units and individuals to provide capabilities and manpower augmentation in support of Marine Corps and CCDR requirements across the range of military operations. As a Force provider, MARFORRES has enabled the Marine Corps to sustain its CCDR operational requirements.

### Goal 1. Global Force Management<sup>7,8</sup>

- a. **Objective** – Participate in the GFM process. Inform, advise, and coordinate force allocation planning of assigned units with Commander, U.S. Marine Corps Force Command (COMMARFORCOM) and Deputy Commandant, Plans, Policy, and Operations (DC PP&O). Provide estimates of supportability in the capability and capacity of assigned forces to meet operational requirements and for participation in Joint, Service and MEF exercises.
- b. **Objective** – In accordance with MCO 3000.19B, Mobilization, Activation, Integration, and Deactivation Plan (MAID-P)<sup>9</sup>, submit activation data to COMMARFORCOM and DC PP&O for Reserve forces allocated against operational requirements

### Goal 2. Mobilization, Activation, Integration, and Deactivation of MARFORRES forces

- a. **Objective** – Mobilize, Activate, and Task Organize SMCR units and detachments when directed by CMC.
- b. **Objective** – Transfer command of activated units/detachments to COMMARFORCOM once the conditions specified in the COMMARFORRES

<sup>7</sup>MCO 3502.6A, US Marine Corps Force Generation Process

<sup>8</sup>USMC Conventional Force Allocation and Synchronization Process

<sup>9</sup>MCO 3000.19B, US Marine Corps Total Force Mobilization, Activation, Integration, and Deactivation Plan



Activation Message are met.

- c. **Objective** – During Integration, assist the gaining force commander with administrative and logistical support as required.
- d. **Objective** – During Deactivation, accept transfer of the activated units/ detachments and conduct actions necessary to recover and reset the redeployed SMCR units/detachments in order to return them to a non-mobilized status.
- e. **Objective** – Conduct Individual Ready Reserve Activation as directed by CMC.

**Goal 3.** Authorities and Funding

- a. **Objective** – Participate in the Program Objective Memorandum cycle to secure Manpower Personnel Marine Corps funding in support of planned operational requirements.
- b. **Objective** – Use Title 10 U.S.C., Section 12304b mobilization authority to involuntarily activate units for a preplanned mission in support of CCDR requirements.





## CONCLUSION

The continuing success of MARFORRES is the result of deliberate planning, realistic training, and engaged leadership. The Vision and Strategy provides the azimuth and heading to increase the capability of our force.

It is supported through individual and unit actions to achieve the Force's goals and objectives. These efforts are designed to take care of individual Marines and to ensure we provide the most capable forces in support of Service and CCDR requirements.

I ask that the Marines, Sailors, and Civilians of MARFORRES work towards the goals and objectives as outlined in this Vision and Strategy. Together, we will move Marine Forces Reserve forward...into the fight...with a Force that is Ready, Relevant, and Responsive to our Corps and our Nation.





## Guidance of the Commander, Marine Forces Reserve



*“We will maintain our warfighting capability and steadfast professionalism”*

The Marine Corps, as America’s Expeditionary Force, will continue to be most ready when the nation is least ready. As part of the Total Force solution, Marine Forces Reserve organizes, mans, trains, equips, and provides forces to augment, reinforce, and sustain the Active Component in support of combatant commander requirements. As we do so, we must keep the following three Force Objectives in mind.

Win our Nation’s Battles. Our highest priority for resources and support will be focused on our next-to-deploy forces to set conditions for mission success. We will provide these forces with the best available training and equipment necessary to respond to missions across the range of military operations. To improve interoperability, we will actively seek out opportunities to integrate and train as a Total Force.

Maintain a Ready, Relevant and Responsive Force. We will sustain our manning levels with quality individuals and maintain our supplies and equipment in a high state of readiness. We will focus our training, in a cost effective manner, on the mastery of our Mission Essential Tasks and Warfighting fundamentals that directly support unit readiness and improve Marine Forces Reserve’s ability to mobilize and deploy units to win our nation’s battles and meet combatant commander requirements as directed by the Commandant of the Marine Corps.

Enforce Standards and Adhere to Values. Marine Forces Reserve will maintain and enforce the institution’s established standards of good order and discipline within our basic daily routine. It is the responsibility of leaders at every level, from fire team to the Commanding General, to adhere to and preserve our time-tested standards that make Marines unique and exceptional.

The first two Force Objectives ensure we are ready when called upon. The third objective ensures that our Marines reflect the image that our country expects. I ask that every Marine implement these Force Objectives to maintain our warfighting capability and steadfast professionalism that will enable Marine Forces Reserve to accomplish any mission.

Semper Fidelis,

RICHARD P. MILLS  
Lieutenant General, U.S. Marine Corps  
Commander





## Vision of the Commander, Marine Forces Reserve



*“We will remain a Ready, Relevant, and Responsive force”*

As our Corps reduces the Active Component to form a “middleweight” force optimized for Crisis Response and Forward Presence, the Reserve Component will be required to source service requirements for a Major Contingency Operation and must be prepared to fulfill potential shortfalls in global rotational requirements to be our Corps’, “Purpose Built Shock Absorber.”

As Marine Forces Reserve moves forward in an uncertain global security environment, we must preserve and leverage the operational experience gained during the past 12 years of integrated Total Force combat operations. As we operate within the Nation’s resource and budgetary constraints, our task is enduring. Marine Forces Reserve organizes, mans, trains, equips, and provides forces to augment, reinforce, and sustain the Active Component in support of operations/contingency plans and combatant commander rotational and emergent requirements. This will be a challenge for us in the years to come since fiscal realities will constrain the force’s training opportunities.

We will overcome this challenge by prioritizing our finite resources and training to remain a “Ready, Relevant, and Responsive” force. We will remain Ready by sustaining our manning levels with quality individuals and maintaining our supplies and equipment in a high state of readiness. We will remain Relevant through mastery of our Mission Essential Tasks and Warfighting fundamentals to enable seamless integration with the Active Component. Marine Forces Reserve will remain Responsive through our ability to mobilize and deploy units or individuals to augment, reinforce, or sustain the Active Component.

These combined efforts maintain Marine Forces Reserve as a component of the Total Force solution to fulfill combatant commander and service requirements across the spectrum of operations.

Semper Fidelis,

RICHARD P. MILLS  
Lieutenant General, U.S. Marine Corps  
Commander

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