



United States Marine Corps  
Service Campaign Plan  
2009-2015

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PP&O/PL  
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Subj: MARINE CORPS SERVICE CAMPAIGN PLAN FOR 2009-2015

Ref: (a) 2008 U.S. Joint Forces Command Joint Operating Environment (JOE)  
(b) Marine Corps Intelligence Activity Long Range Threat Assessment  
2008-2028  
(c) 2009 CJCS Capstone Concept for Joint Operations (CCJO)  
(d) 2008 Marine Corps Vision and Strategy 2025  
(e) MCO 3900.15B Expeditionary Force Development System  
(f) 2007 Guidance for the Employment of the Force (GEF)  
(g) 2008 Joint Strategic Capabilities Plan (JSCP)  
(h) 2009 Unified Command Plan (UCP)  
(i) MCWP 3.40.8, Componentency

### Foreword

Vision and Strategy (V&S) 2025 established a conceptual direction for the Marine Corps to meet the challenges of an uncertain security environment. It articulates how the Marine Corps' six core competencies posture the Marine Corps to meet the future security environment. Input from combatant commanders reinforces the relevance of our core competencies. The Vision and Strategy 2025 Implementation Planning Guidance tasked deputy commandants with taking specific actions to ensure that the Marine Corps develops the capabilities and capacities required to meet future challenges.

Recently, Marine Corps senior leadership recognized the requirement for a Marine Corps Service Campaign Plan (MCSCP). This campaign plan is intended to provide the necessary guidance for executing the Commandant's statutory requirement to develop the force (recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, maintain equipment and real property)<sup>1</sup>. The MCSCP identifies key outcomes, sets objectives, and provides guidance to maintain proficiency in our core competencies. It will focus on actions to be taken within the Future Years Defense Program (FYDP) by Headquarters Marine Corps, the supporting establishment, and the operating forces.

It is understood that the guidance necessary to develop the force is currently found in varied forms and under various signatures. This first edition of the Marine Corps Service Campaign Plan does not explicitly highlight all of this guidance; rather, it provides a framework under which the guidance in these other documents will be incorporated when they are updated in their normal review cycle.

**Purpose.** The purpose of the Marine Corps Service Campaign Plan is to provide the Marine Corps with a framework and direction to develop and maintain proficiency in its core competencies in order to meet combatant commanders' requirements and posture for the future.

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<sup>1</sup> Functions tasked to SecNav in Title 10, section 5013 and delegated to the Commandant of the Marine Corps.

1. Situation

a. General.

(1) For the foreseeable future, the strategic environment will be defined by a global struggle against a violent extremist ideology that seeks to overturn the international state system. Beyond this transnational struggle, the United States will face other threats, including a variety of irregular challenges, the quest by rogue states for nuclear weapons, and the rising military power of other states. The United States Joint Forces Command *Joint Operating Environment 2008* (ref (a)) and Marine Corps Intelligence Activity (MCIA) *Long Range Threat Assessment 2008-2028* (ref (b)) identify key themes and trends that will characterize the 21st century security environment.

(2) During the time period covered by this campaign, the demand for Marine forces to support operations abroad will continue. Operations in Iraq are expected to be reduced over the next two years but commitments to Afghanistan will continue or increase. The conflict in Afghanistan is expected to place heavy requirements on our personnel, equipment, and families. Marine forces will deploy to support engagement and security cooperation activities while maintaining the capability and posture to respond to crises and small scale contingencies.

b. Implications for the Marine Corps. The Chairman of the Joint Chiefs of Staff's *Capstone Concept for Joint Operations* (ref (c)), *Marine Corps Vision and Strategy 2025* (ref (d)), identify key implications of these trends for Marine forces. The most critical implications follow:

(1) The operational environment will be more complex, densely populated, and urbanized. It will be characterized by adversaries who exploit complex terrain, use irregular and conventional tactics, use both primitive and sophisticated technology, and capitalize on the advantages that access to the internet and electronic media provide. It will be rife with interdependent power, service, and information systems; populated by a younger and more disenfranchised society; and driven by a unique set of cultural, political, and historical conditions.

(2) The recent tempo of deployments has dictated an almost singular focus on preparing units for their next rotation and counterinsurgency operations. This focus and the deployment rate of many units threaten to erode the skills needed for Marine Corps missions such as combined arms maneuver, mountain warfare, and amphibious operations. This challenge is particularly acute at the MEB and MEF level, where opportunities to maintain our historically high levels of proficiency in these operations have been reduced.

(3) The international security environment has increased combatant commander needs for persistent forward engagement activities. Combatant commanders will call upon Marine forces to address their requirements in the littorals and expand persistent forward engagement activities as part of a joint Navy-Marine Corps team.

(4) As difficult as the physical aspect of operations in this environment will be, the cultural terrain will be far more challenging. The ability to comprehend and effectively "maneuver" in the cognitive and cultural dimension of the modern operating environment will be paramount.

c. Commandant of the Marine Corps' Focus Areas. The *Commandant's Planning Guidance* made it clear that "Our Marines and Sailors in combat are our number one priority." and identified seven focus areas. This priority and the following focus areas remain valid throughout the period of this campaign.

- (1) Achieving victory in current overseas contingency operations.
- (2) Right-sizing our Corps to achieve a 1:2 deployment to dwell ratio in the active component and 1:4 mobilization to dwell ratio in the reserve component.<sup>2</sup>
- (3) Providing our nation with a naval force fully prepared to employ as a MAGTF across the range of military operations (ROMO).
- (4) Resetting and modernizing to "be most ready when the nation is least ready."
- (5) Improving the quality of life for our Marines and families.
- (6) Continuing commitment to our Core Values and warrior ethos.
- (7) Posturing the Marine Corps for the future.

d. Assumptions

- (1) Force levels will increase in Afghanistan in accordance with current plans.
- (2) Force levels achieved in Afghanistan by July 2010 will be a steady state requirement through 2015.
- (3) Iraq force levels will draw down according to current plans.
- (4) Funding to conduct operations in Afghanistan and Iraq will continue through supplemental appropriations or factored into the baseline budget.
- (5) Marine Corps end-strength will remain at least 202K with funding to meet and sustain 202K personnel. End-strength will continue at programmed levels.
- (6) Combatant Commanders (CCDRs) will increase their requirements for Navy and Marine Corps forces to support steady-state engagement activities.
- (7) During steady-state operations, amphibious ship employment in support of theater security cooperation activities and crisis response will increase.

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<sup>2</sup> As operational conditions permit, Marine Corps deployment to dwell ratio for active component operating forces will be improved to 1:3 while mobilization to dwell ratio for reserve component forces will be improved to 1:5.

(8) In light of fiscal constraints, the Department of the Navy<sup>3</sup> will sustain an adequate amphibious ship inventory to support two MEB Assault Echelons (AE).<sup>4</sup>

(9) The Navy and United States Transportation Command (USTRANSCOM) will provide sufficient, compatible Assault Follow-on Echelon (AFOE) shipping with the capability to conduct in-stream offload of the AFOE.

(10) Three maritime prepositioning squadrons will carry three MEB equipment sets that, in conjunction with the fly-in echelon and fixed wing flight ferry, provide support to three MEBs ashore.

(11) Maritime prepositioning force (MPF) will continue to evolve in accordance with current and projected timelines. MPF will provide alternative sea-based support for persistent presence and crisis response activities. It will also provide the ability to rapidly reinforce the MEF AE from the sea with a third MEB equivalent.

(12) Global Force Management processes will source and deploy special purpose Marine air ground task forces to expand forward presence, security cooperation, and crisis prevention activities.

e. Constraints {C} and Restraints {R}

(1) {C} Defense Policy Review Initiative (DPRI) will dictate future posture in the Western Pacific.

(2) {C} Along with prioritization of efforts, advocate roadmaps must contain fiscal resourcing implications to stay within budget across the FYDP.

(3) {R} Mobilization authorities will limit reserve component manpower available.

2. Mission. From December 2009 through September 2015, deputy commandants (DCs), directors, and commanders will take required actions to develop (organize, train, equip, and deploy) Marine forces in order to meet CCDR requirements and posture the Marine Corps for the future.

a. Core Competencies. Our core competencies reflect our particular skill sets and thus describe what we do to meet CCDR requirements and posture the Marine Corps for the future. Our capability and capacity to achieve these core competencies will form the basis for this campaign. The Marine Corps will provide a force in readiness to our nation that can:

(1) Conduct persistent forward naval engagement and is always prepared to respond as the nation's force in readiness.

(2) Employ integrated combined arms across the range of military operations, and operate as part of a joint or multinational force.

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<sup>3</sup> 7 Jan 2009 letter from CNO and CMC to the House Committee on Appropriations: CNO and CMC have determined that the force structure requirement to support a 2.0 MEB lift is 38 total amphibious ships. (2.0 MEB describes the MEF assault echelon (AE) and is defined as the MEF command element plus two Marine Expeditionary Brigade AEs.)

<sup>4</sup> This 33 ship force accepts risk in the arrival of elements of the MEB and support to projected MEU and persistent presence requirements, but has been adjudged to be adequate in meeting the needs of the Naval Service within today's fiscal limitations.

(3) Provide forces and specialized detachments for service aboard naval ships, on stations, and for operations ashore.

(4) Conduct joint forcible entry operations from the sea and develop amphibious landing force capabilities and doctrine.

(5) Conduct complex expeditionary operations in the urban littorals and other challenging environments.<sup>5</sup>

(6) Lead joint and multinational operations and enable interagency activities.

### 3. Execution

#### a. Intent.

(1) Purpose: To maintain or re-establish proficiency in the core competencies of the Marine Corps.

(2) Method: Maintain current proficiencies while right-sizing the force and improving unit/personnel deployment tempo to generate additional resources and time to increase forward presence and re-establish proficiencies that have atrophied.

(3) End State: A Marine Corps that is forward deployed to support combatant commander's engagement requirements and operations, able to rapidly respond to crisis, and surge for contingencies.

b. Concept of Operations. Across two phases within the FYDP, the Marine Corps will continue to meet its wartime requirements; re-constitute the full range of MAGTF capabilities with emphasis on the MEB and MEF; and increase forward presence with naval forces.

#### (1) Phases.

(a) Phase one. Transition to OEF and re-constitute MEB level capabilities. December 2009 through 30 Sep 2011.

##### 1. Key outcomes for phase one:

- a. Retrograde of MAGTF from OIF completed.
- b. Rotation to meet Marine Corps OEF - Afghanistan requirements established.
- c. MEB level proficiency across core competencies increased.
- d. Marine Corps approach to supporting security force assistance (SFA)<sup>6</sup> institutionalized.
- e. Initial regionalization efforts completed.
- f. MARFOR resourcing analysis completed.
- g. Risk accepted in meeting forward presence, crisis response, and contingency response requirements outside the CENTCOM AOR.

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<sup>5</sup> For Marines, expeditionary means operations by forces that are fast, lethal, and able to operate in austere environments.

<sup>6</sup> SFA is not yet defined within DOD, but is commonly understood as being those U.S. government actions to assist in the development of the security forces of a legitimate authority within a partner nation.

h. Cost-benefit analysis of standing MEB headquarters completed.

i. Analysis for how MEF will man, train, and equip a JTF HQ completed.

2. Intermediate objectives for phase one. These intermediate objectives are amplified in Appendix 3 to Annex C, "Metrics for Assessment of Marine Corps Core Competencies".

a. Marine Corps is able to sustain an aggregate 2.0 MEU presence (in addition to the 31<sup>st</sup> MEU), with 1.0 MEU available to CDRUSCENTCOM.

b. Unit/personnel deployment to dwell tempo of 1:2 is achieved for active component. Mobilization to dwell tempo of 1:4 is achieved for reserve component.

c. Each MEF develops a training and exercise program to increase MEB level proficiency amphibious, MPF, and joint/multi-national operations.

d. Within operational capabilities, each MEF conducts a MEB level exercise/operation annually to increase proficiency in amphibious, MPF, and joint/multi-national operations.

e. Each MEF is assigned regions to focus training and cultural awareness.

(b) Phase two. Maintain support to OEF and re-constitute MEF level capabilities. 1 Oct 2011 to 30 Sep 2015. Key outcomes and intermediate objectives are contingent upon OEF force requirements.

1. Key outcomes for phase two:

a. MEF level proficiency across core competencies increased.

b. Full SFA enabling capability within supporting establishment and each MEF established.

c. Manpower and force generation policies to support regionalization of operating forces institutionalized.

d. MARFOR resourcing objectives achieved.

e. Unit Deployment Program (UDP) in support of III MEF re-established.

f. DPRI initiatives for III MEF realignment on planned timeline.

g. Forward presence, crisis response, and contingency response requirements outside the CENTCOM AOR expanded.

h. CMC decision to establish standing MEB headquarters.

2. Intermediate objectives for phase two.

a. Maintain an aggregate 2.0 MEU presence (in addition to the 31<sup>st</sup> MEU), with 1.0 MEU in CENTCOM.

b. Maintain unit/personnel deployment to dwell tempo of 1:2 for active component. Maintain mobilization to dwell tempo of 1:4 for reserve component.

c. Each MEF develops a training and exercise program to increase MEF level proficiency in amphibious, MPF, and joint/multi-national operations.

d. Within operational constraints, each MEF conducts a MEF level exercise/operation annually to increase proficiency in amphibious, MPF, and joint/multi-national operations.

(2) Assessment. During each phase, DC, PP&O will assess the force to determine the extent to which the intermediate objectives have been met. DC PP&O will present the assessment to the Executive Offsite (EOS). In some cases, particularly when joint interdependence precludes attaining objectives, the assessment may result in a modification to the objectives. Appendix 4 to Annex C provides amplification.

c. Tasks. These tasks identify key actions required to maintain or improve proficiency in core competencies, meet CMC focus area requirements, and support the implementation of required MCSCP processes.

(1) DC, PP&O

(a) NLT 1 Jan 10 identify the appropriate mix of UDP and PCS units to support the planned lay-down of Marine forces in Japan, Guam, and Hawaii in accordance with the Defense Posture Review Initiative (DPRI).

(b) NLT 1 Jan 10, initiate restoration of MEB headquarters element with amphibious capability to align with emerging Expeditionary Strike Group (ESG) headquarters in Second, Third, and Seventh Fleets.

(c) NLT 1 Jan 10, develop the Marine Corps Campaign Support Plan in order to synchronize Service level security cooperation activities in support of strategic end states contained in ref (f), the intermediate military objectives identified in CCDR campaign plans, and supporting objectives identified in regional Marine component (MARFOR) support plans.

(d) NLT 1 Jan 10, develop the Expeditionary Policies Roadmap in order to present the Marine Corps vision for amphibious and prepositioning programs. The Expeditionary Policies Roadmap will align with CMC guidance on returning to the Marine Corps' expeditionary roots, subsume the Prepositioning Roadmap, and articulate requirements for amphibious and expeditionary force structure.

(e) NLT 1 Jan 10, develop the Ground Combat Element (GCE) Roadmap in order to provide the GCE Advocate's Vision of the future GCE and shape the warfighting capabilities of the four Marine Divisions to meet MAGTF requirements.

(f) NLT 1 Feb 10, develop the Mission Assurance Roadmap to provide DC PP&O's vision for future mission assurance architecture and manpower requirements.

(g) NLT 1 Mar 10, develop a POA&M to incorporate interagency capability, (i.e., DOS, USCG, etc) as a part of each forward deployed MEU in order to more effectively prepare Marine forces for operations in complex expeditionary environments.

(h) NLT 1 Mar 10, in coordination with DC, M&RA, COMMARFORCOM, and COMMARFORRES, synchronize Marine Corps mobilization policies and procedures in order to facilitate reserve component participation as an operational reserve.

(i) NLT 1 Mar 10, identify increased opportunities for foreign military personnel to serve in exchange billets with Marine Corps operational units in order to better prepare Marines for multi-national operations.

(j) NLT 1 Mar 10, in coordination with Dir Int and regional MARFOR commanders, identify policies for the exchange of information and intelligence with our joint, multi-national, and interagency partners in order to better prepare Marines for joint, multi-national, and interagency operations in complex expeditionary environments.

(k) NLT 1 Apr 10, in coordination with OPNAV N3/5, develop a method to integrate liaison and/or exchange officer assignments to parallel Marine Corps and Navy headquarters in both the operating forces and supporting establishment in order to support Marine force requirements for service on naval ships, on stations, and for operations ashore.

(l) NLT 1 Jun 10, in coordination with DC, CD&I, conduct a review of MARFOR headquarters force structure and provide recommendations to CMC in order to ensure the optimal level of resourcing for MARFOR headquarters is achieved that permits them to effectively perform their missions.

(m) NLT 1 Jul 10, coordinate Marine Corps participation and Service positions related to the Navy initiative to standardize naval task force organization, terminology, and command relationships in order to ensure that Marine forces are optimally prepared for service aboard naval ships, on stations, and for operations ashore.

(n) NLT 1 Jul 10, develop POA&M for automated force generation simulation system in support of the Marine Corps force synchronization process in order to more effectively permit CMC to project Marine force requirements in support of CCDR engagement activities and contingency operations.

(o) NLT 1 Aug 10, in coordination with COMMARFORRES, OPNAV, and BUPERS, synchronize mobilization policies and procedures in order to ensure full USN support of Marine Corps RC units as part of an operational reserve.

(p) NLT 1 Oct 10, develop the Law Enforcement and Corrections Roadmap to provide DC, PP&O's vision for future military police training, organization, and manpower requirements.

(q) NLT 1 Dec 10, in coordination with DC, M&RA and COMMARFORCOM, develop a system to assess institutional and organizational Service risk for requests for forces and request for capabilities (individuals and units) in order to permit CMC to more effectively support CCDR engagement activities and contingency operations.

(2) DC, CD&I

(a) NLT 01 Jan 10, in coordination with DC, PP&O and DC, M&RA, develop a plan to:

1. Develop PME and leadership training through resident and distance education programs to prepare leaders to meet the challenges of future national security environments.

2. Continue revitalization of enlisted professional military education (EPME).

3. In coordination with DC, I&L, develop a POA&M to implement the Marine Corps University Facilities and Information Education Technology (IET) Master Plans.

(b) NLT 1 Jan 10, develop a plan to more effectively integrate joint, combined, and interagency participation in Marine Corps-sponsored war games. The intent of this task is to more effectively prepare Marine forces for joint, multinational, and interagency operations.

(c) NLT 1 Mar 10, in coordination with DC, PP&O and COMMARFORCOM, COMMARFORPAC, and COMMARFORRES establish specific organizational responsibilities for conduct, training, and support of theater security cooperation activities.

(d) NLT 1 Mar 10, assess communications interoperability with selected interagency partners (DOS, DHS) and develop materiel and non-materiel solutions to interagency communications gaps in order to more effectively prepare Marine forces for operations with interagency personnel.

(e) NLT 15 May 10, in coordination with COMMARFORRES, DC, M&RA, COMMARFORCOM, and DC, PP&O, examine the organizing construct of Marine Forces Reserve and develop courses of action to ensure effective performance as an operational reserve. Submit to CMC via the MROC. Courses of action will:

1. Identify and recommend reserve component units that should mirror active component structure and tables of equipment.

2. Provide a proposed realignment plan based on projected demographics.

3. Provide a full POA&M for the implementation of Operational Reserve Working Group (ORWG) initiatives.

4. Identify how MARFORRES will implement regional assignments within major subordinate commands.

(f) NLT 1 Jul 10, in coordination with DC, PP&O and Dir Int, develop Marine Corps Regional, Cultural, and Language Strategy.

(g) NLT 1 Jul 10, in coordination with DC, PP&O, DC, M&RA, and Dir Int, develop the Regional, Culture, and Language Familiarization (RCLF) Program and policy, which will include modifications that facilitate tracking of RCLF regional assignments for purposes of duty station assignment, in order to support the regionalization of MEFs.

(h) NLT 1 Jul 10, conduct analysis to identify key interagency skills, by capabilities and capacities, required of Marines to be successful in future complex operating environments in order to improve training for complex expeditionary environments.

(i) NLT 1 Dec 10, in coordination with Navy Warfare Development Command and the Office of Naval Research, coordinate participation in U.S. Navy sponsored mine counter-measures in very shallow water experimentation in

order to identify gaps and develop solutions to obstacle reduction challenges in very shallow water environments.

(j) NLT 1 Dec 10, in coordination with DC, PP&O and COMMARFORCOM, develop a training program to prepare MAGTF command elements for JTF certification in order to prepare MAGTF command elements to lead joint operations.

(3) DC, Aviation. NLT 15 Mar 10, develop Marine Corps flying hour program requirements for submission to the OPNAV N43 Staff and inclusion in the DON POM in order to support Marine aviation units service aboard naval ships, on stations, and for operations ashore.

(4) DC, I&L

(a) NLT 1 May 10, brief the MROC on the results of near-term way ahead actions to include DOTMLPF review of the Total Life Cycle Management (TLCM)-related structure requirements; review of TLCM related policies, orders, instructions, processes, and activities to determine actions needed to document the approved TLCM governance framework; the future TLCM process; and to eliminate conflicting TLCM policies and direction. The effort will also identify (1) duplicative or overlapping functions, activities, processes, and organizational structure; (2) frictions where processes and organizational responsibilities intersect; and (3) how DC I&L proposes to synchronize those processes and activities, particularly at their intersections.

(b) NLT 1 Jul 10, in coordination with DC, PP&O, DC, CD&I, and DC, Aviation, develop an Engineer Master Plan identifying how the Marine Corps will overcome obstacles, protect the force, and enable operations in austere expeditionary environments. Serve as the functional advocate for the Marine Corps engineer and explosive ordnance disposal (EOD) communities.

(c) NLT FY14, ensure adequate barracks are available for end state force of 202,000 personnel.

(d) NLT FY14, meet DOD goal to eliminate all inadequate family housing and complete the build-out of family housing units.

(5) DC, M&RA

(a) NLT 1 Jan 10, compile a list of all current joint, multi-national, and interagency billets to which Marines are requested and assigned in order to facilitate assignments of Marine personnel.

(b) NLT 1 Jan 10, conduct a Corps-wide QOL needs assessment to identify requirements by factoring access/availability of on and off base support services and capture data from a representative sample of Marine Corps demographics, to include Marines and families from the operating forces, bases and stations, independent duty, and reserves.

(c) NLT 1 Jan 10, in coordination with DC, I&L, conduct a Corps-wide baseline assessment to validate Base Operation/QOL budget and program requirements.

(d) NLT 1 Apr 10, in coordination with DC, PP&O, develop strategies to ensure adequate funding to maintain the reserve component as an operational reserve.

(e) NLT 1 May 10, establish policies which ensure parity of promotion for Marines assigned to interagency or coalition billets, including FAOs and RAOs, that take them outside their primary MOS career track progression.

(f) NLT 1 Jul 10, establish Marine Recovery Care Coordinators to ensure recovering Service members (Wounded Warriors) and their families have access to all medical and non-medical care management services including, but not limited to, medical care, rehabilitation, education, employment assistance, and disability benefits.

(g) NLT 1 Jul 10, develop the Marine Corps Wounded, Ill, and Injured Tracking System used to track location, status, and case notes for wounded, injured, and ill Marines.

(h) NLT 1 Jul 10, in coordination with DC, PP&O, DC, CD&I, and Dir Int, develop a means to track Regional, Culture, and Language Familiarization (RCLF) Program regional assignments for both officers and enlisted Marines in order to support regionalization efforts for MEFs.

(i) NLT 1 Jul 10, in coordination with DC, PP&O and Dir Int, modify manpower assignment policies to permit the assignment of regional specialists, including FAO, RAO, linguists, and Marines with foreign heritage backgrounds to operating force units in order to facilitate the development of regionally focused MEFs.

(j) NLT 1 Aug 10, in coordination with DC, PP&O, develop POA&M to assign foreign area officer (FAOs) and regional affairs officers (RAOs) to regionally focused MEFs during their non-utilization operating force tours in order to more effectively prepare Marine forces for complex expeditionary operations.

(k) NLT 1 Oct 10, leverage the results of the baseline and needs assessments to develop and evolve program plans that will improve the quality of life of Marines and Sailors and their families.

(l) NLT 1 Mar 11, in coordination with DC, I&L, establish Wounded Warrior complexes at Camp Lejeune and Camp Pendleton to consolidate resources for rehabilitation and support services.

(6) Dir Int

(a) NLT 1 Jan 10, in coordination with DC, PP&O, develop a program to ensure that all Marines operating with interagency and multi-national forces are trained in and comply with Director of National Intelligence, DOD, interagency, and Marine Corps information and intelligence sharing policy and procedures.

(b) NLT 1 Apr 10, in coordination with DC, PP&O, DC, Aviation and DC CD&I, develop the Marine Corps Intelligence, Surveillance, and

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Reconnaissance-Enterprise (MCISR-E) Roadmap to support Marine Corps ISR development.

(c) NLT 1 Jul 10, in coordination with DC, PP&O and DC, CD&I, update Foreign Language Program MCO to include region, culture, and language.

(7) Dir C4

(a) NLT 1 Jan 10, brief CMC on a plan to field organic communications that are interoperable with U.S. interagency communications (e.g., DOS, DHS) and with state and local emergency response forces (e.g., police, fire, rescue services) in order to facilitate effective overseas crisis response as well as homeland defense and disaster response support missions.

(b) NLT 1 Jul 10, develop a Marine Corps Network and Communications Strategy. The strategy should detail the development, implementation, and governance of a secure, robust, defensible, and integrated Marine Corps Enterprise Network (MCEN) that supports current and future warfighting, operating, and business practices.

(8) Dir Public Affairs

(a) NLT 1 Feb 10, develop strategic communication guidance and priorities in support of MCSCP key outcomes and objectives.

(b) NLT 1 Mar 10, lead the Strategic Communication Council's planning and coordination efforts in support of strategic communication priorities to ensure a unified voice and supporting actions to communicate clear and consistent messages to key audiences. Planning should follow the strategic communication process of research, plan, execute, and assess.

(c) NLT 1 Mar 10, develop a public affairs roadmap and social engagement media plan in support of MCSCP outcomes and objectives.

(9) Legislative Assistant to CMC

(a) Serve as the coordinating authority for all matters involving Marine Corps consultations and communications with Congress, to ensure support for the CMC's legislative priorities and requirements.

(b) In coordination with appropriate Headquarters Marine Corps departments and directorates, develop, coordinate, and deliver to Congress communication and correspondence actions necessary to ensure that the Marine Corps speaks with "one voice" to Congress.

(10) COMMARFORCOM

(a) NLT 1 Jul 10, in coordination with DC, PP&O, develop a force sourcing methodology that enables the recurrent deployment of units from the same MEFs to the same regions in support of steady state engagement requirements to facilitate the adoption of regional focus areas for the MEFs.

(b) NLT 1 Oct 10, in coordination with U.S. Commander Fleet Forces Command (CFFC), establish a capability within each deploying MEU to operate as part of a Navy-Marine Corps visit, board, search and seizure (VBSS) team. These teams will have the capability to conduct maritime interdiction operations, to include counter-piracy, counter-proliferation, and counter-terrorism.

(11) COMMARFORRES

(a) NLT 1 Apr 10, in coordination with COMMARFORCOM, ensure MARFORRES units are in the Marine Corps force generation model in order to more effectively support reserve component integration with the active component as a an operational reserve.

(b) NLT 1 Jul 10, identify reserve component training progression requirements in order to more effectively prepare the reserve component as an operational reserve.

d. Coordinating Instructions

(1) All DCs, advocates, proponents, directors, and commanders:

(a) Develop plans and/or advocate roadmaps to meet and assess progress in reaching objectives. Complete plans and/or advocate roadmaps by 30 September 2011.

(b) Participate in the Expeditionary Force Development System (EFDS) (ref (e)) to develop materiel and non-materiel requirements. The guidance and scenarios contained in Appendices 5 and 6 to Annex C will be used to direct the EFDS for POM-14.

(2) Prioritization of Marine Force Deployments. DC, PP&O, as the Service force manager for the Marine Corps, will direct deployment priorities in accordance with requirements outlined in the *Guidance for Employment of the Force* (GEF) (ref (f)) and the *Joint Strategic Capabilities Plan* (JSCP) (ref (g)). The following are the priorities for Marine Corps force deployments through phase 2 of this campaign:

- (a) OIF/OEF
- (b) Marines aboard ships
- (c) Other CCDR requirements
- (d) Reconstitution
- (e) UDP

(3) Campaign Support Plan

(a) DC, PP&O is the OPR for the *Marine Corps Campaign Support Plan* (CSP), Appendix 11, Annex C.

(b) Through the CSP, the Marine Corps will synchronize Service level security cooperation activities in support of strategic end states contained in ref (f), the intermediate military objectives identified in CCDR campaign plans, and supporting objectives identified in regional Marine component (MARFOR) support plans. The CSP directs actions for organizing, integrating, synchronizing, and executing Service level shaping activities.

It identifies Service and CCDR requirements, and links those requirements with Marine Corps resources. The Marine Corps will implement the processes prescribed in the Marine Corps CSP in phase 1 of this campaign.

(4) Regionalization

(a) During phase 1 of this campaign, the Marine Corps will focus the warfighting and force provider commands (MARFORPAC, MARFORCOM and MEFs) on specific regions generally aligned with the geography described in the *Unified Command Plan* (UCP) (ref. (h)). Assignments are as follows:

1. MARFORPAC

a. I MEF oriented on United States Central Command (USCENTCOM), United States Pacific Command (USPACOM), United States Southern Command (USSOUTHCOM) (western coast of Central and South America {Guatemala, Colombia, Panama}), and Mexico<sup>7</sup>.

b. III MEF oriented on USPACOM and, as required by force providers, USCENTCOM.

2. MARFORCOM

a. II MEF oriented on USCENTCOM, United States Africa Command (USAFRICOM), United States European Command (USEUCOM), USSOUTHCOM (eastern coast of Central and South America {Honduras, Nicaragua, Costa Rica}) and the Bahamas<sup>8</sup>.

(b) During phase 2 of this campaign, the Marine Corps will focus the warfighting and force provider commands as follows:

1. MARFORPAC

a. I MEF oriented on USCENTCOM, USPACOM, western coast of USSOUTHCOM, and Mexico.

b. III MEF oriented on USPACOM.

2. MARFORCOM

a. II MEF oriented on USCENTCOM, USAFRICOM, USEUCOM, the eastern coast of USSOUTHCOM, and the Bahamas.

(c) During Phase 1 of this campaign, DC, PP&O and COMMARFORCOM will develop a force sourcing methodology that enables the recurrent deployment of units to the same regions in support of steady state engagement requirements. They will develop this force sourcing methodology in a manner that permits flexibility in sourcing solutions development, but adheres to the overall intent of deploying units from the same MEF to the same region. MARFORRES will develop a force sourcing methodology that permits major subordinate commands (MSC) to adopt regional orientations. Methodologies will include planning procedures that facilitate regional MARFOR coordination with the operating force units which are focused on their specific regions. This force sourcing methodology will also include procedures for sourcing short notice mil to mil engagement activities, such as the Africa Contingency Operation and Training Assistance (ACOTA) program, which facilitate the building of regional experience through short duration exercises and operations.

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<sup>7</sup> Mexico falls within the United States Northern Command (USNORTHCOM) area of responsibility.

<sup>8</sup> The Bahamas falls within the USNORTHCOM area of responsibility.

(d) DC, M&RA, in coordination with DC, PP&O and DC, CD&I, will develop manpower policies that permit the assignment of regional specialists to operating force units. These assignment policies will seek to capitalize on the expertise of foreign area officers (FAO) and regional affairs officers (RAO) by assigning these specialists to operating force units consistent with their regional foci, down to the battalion and squadron level. This will maximize their abilities during normal operating force assignments, not just during designated "payback" tours.

(e) The Regional, Culture, and Language Familiarization (RCLF) Program will provide a venue for assigning Marines to regionally focused operating force units in a manner that builds a range of language skills and cultural knowledge that improves long term persistent engagement. CG MCCDC/DC, CD&I and DC, M&RA will develop and examine courses of action to link duty station assignments to individual regional assignments.

(f) CG MCCDC/DC, CD&I and MARFOR commanders will support MEF efforts at regionalization with specifically developed regional training programs that enhance operating force persistent presence and engagement activities. The MEFs will leverage these capabilities and assets to develop their units' regional foci. Regional MARFORs will have direct coordination authority with CG MCCDC/DC, CD&I and COMMARFORCOM to both request training support and refine training products that enhance training received by operating force units.

(g) As defined in *Componency* (ref. (i)), the role of the regional MARFOR is pivotal in achieving the desired effect of instilling greater regional understanding for Marine Corps operating force units. In addition to direct coordination with Marine Corps operating force units for mission planning, the MARFOR staff will establish planning relationships between Marine Corps operating force units and both the CCDR and partner nation security forces. During phase 1 of this campaign plan, DC, PP&O will conduct an assessment of MARFOR resourcing to ensure regional MARFOR staffs have the requisite capabilities to conduct these important tasks.

(5) Improving Quality of Life for Marines and their Families

(a) The Marine Corps Vision and Strategy 2025 established the future direction of the Corps, and reaffirmed our long standing commitment of improving quality of life (QOL) and "Taking Care of our Marines and Families." This commitment is a focus of effort and the responsibility of leaders at all levels. In addition, internal programming guidance, the *Marine Corps Community Services Vision and Strategy 2025* (Appendix 1, Annex E), and a DC, M&RA advocate roadmap will reinforce emphasis on QOL as a priority for the Marine Corps.

(b) Improved QOL will increase readiness; commanders realize its importance as a readiness force multiplier and as an integrated aspect of human resource management that enhances personal and family readiness. All aspects of QOL, to include: Single Marines; Extended Families; Wounded, Ill and Injured Support; and deployed forces will continue to demonstrate direct contributions to broader Marine Corps human capital strategies for recruitment, retention, and readiness. Key tasks are identified in the tasking paragraph that establishes the critical steps to ensure that we are properly organized, trained, equipped, and prepared to meet the current and future needs of Marines and their families.

(6) Command Level Tasks. The following table depicts the command level tasks that MARFOR and Marine Corps Installation commanders will perform. These tasks were developed by the Service Component Working Group and approved by the Executive Off-Site (EOS).

<b>MARFOR Command Level Tasks (CLTs)</b>	
C-1	Command all U.S. Marine Corps forces assigned to CCDR. Exercise OPCON of all attached USMC forces or as directed by the CCDR. When directed, retain ADCON of any assigned forces allocated to another CCDR.
C-2	Recommend the allocation and coordinate provision of Marine Corps forces or individuals to support CCDR operations.
C-3	Make recommendations to the CCDR, or to other JFCs, or component commanders, on the proper employment of U.S. Marine Corps forces.
C-4	Conduct deployment/redeployment planning and execution of assigned/attached USMC forces.
C-5	Accomplish such operational missions as may be assigned.
C-6	Select and nominate specific units or individuals of the Service component for attachment to combatant commander's subordinate forces and recommend appropriate command relationships.
C-7	Conduct joint and combined training, including training as directed, of components of other Services in joint operations for which the Service component commander has or may be assigned primary responsibility, or for which the Service components facilities and capabilities are suitable.
C-8	Conduct deliberate and crisis action planning (joint, component, and combined) in support of CCDR requirements.
C-9	Ensure Marine Corps internal requirements are met for assigned, and as directed, attached forces. These requirements include, but are not limited to:
	- Internal administration and discipline.
	- Training in joint doctrine and Marine Corps doctrine, tactics, techniques, and procedures.
	- Logistic functions normal to the command, except as otherwise directed by higher authority.
C-9	- Service intelligence matters and oversight of intelligence activities to ensure compliance with the laws, policies, and directives.
C-10	Ensure commanders, staffs, and forces are trained and equipped to conduct or participate in joint, combined, and Service exercises and operations.
C-11	Provide and/or coordinate logistic support and inform the CCDR of planning for changes in logistic support that would significantly affect operational capability or sustainability.
C-12	Manage, analyze, and assess requirements, capabilities, and processes, and provide input to various CCDR and Service assessments including the Integrated Priority List (IPL).
C-13	Provide support to partner nations, regional governments, and international organizations through theater security cooperation (TSC) activities in support of the CCDR's theater campaign plan (TCP).

C-14	Plan, program, budget, execute, evaluate, and report funding from all sources in support of CCDR and Service requirements.
C-15	Plan, provide, and/or coordinate C4 systems and infrastructure in support of CCDR requirements.
C-16	Plan and execute a mission assurance program.
C-17	Assist in the development, coordination, and execution of theater posture plans.
C-18	Ensure planning, coordination, and execution of information operations.
C-19	Conduct planning, coordination, and oversight of Special Technical Operations
<b>Type Commander (FMF) Tasks</b>	
TC-1	Provide guidance to the naval fleet commander on the proper deployment and employment of Fleet Marine Force units to include naval fleet commander initiatives, programs, and theater security priorities.
TC-2	Serve as the principal advisor to the naval fleet commander for USMC matters.
TC-3	Function as the controlling custodian of the naval fleet commander assigned aircraft for aviation safety programs and investigations.
<b>Marine Corps Installations (MCI) Commander Tasks</b>	
MCI-1	Command assigned USMC installations.
MCI-2	Integrate operating forces and supporting establishment.
MCI-3	Provide priorities, oversight, and coordination of civilian personnel.
MCI-4	Direct support for USMC reserve units, individual augmentees (IA) and replacements for reception and station of initial assignment.
MCI-5	Coordinate and provide personnel and family readiness program oversight including command, community, and family readiness.
MCI-6	Provide oversight and coordination for USMC schools/training.
MCI-7	Oversee activities comprising base operating support programs.
MCI-8	Ensure that USMC bases and stations have sufficient land resources and facilities to accomplish their missions in coordination with DC, I&L as the resource sponsor.
MCI-9	Direct oversight for the command inspection program; equal opportunity program; special correspondence; and fraud, waste, and abuse programs.
MCI-10	Plan, develop, and establish necessary C4 equipment switching infrastructure to support operating forces and supporting establishment commanders.
MCI-11	Identify, review, and validate supporting establishment requirements to support the combat development process.
MCI-12	Plan for, manage and control remain behind equipment during operating forces' major deployments and operations.
MCI-13	Reviews and analyzes U.S. Marine Corps supporting establishment support to military support of Domestic Operations.

MCI-14	Oversees, guides, and coordinates business reform, to include business process reengineering, strategic sourcing, and implementation of best business practices for installation services and activities.
<b>MARFOR Specific Command Level Tasks</b>	
PAC-1	Provide peacetime planning support to COMMARFORK as required.
PAC-2	Provide Service functional augmentation to COMMARFORK, as required.
PAC-3	Direct operational intelligence activities.
PAC-4	Integrate the MARFOR functions of Service, type, base, and Title 10 (Strategic Communication).
STRAT-1	Plan and direct CND operations.
STRAT-2	Advise and assist Marine Corps space entities in developing space concepts, doctrine, training, and organization of space operations.
MFK-1	Serve as the USMC representative to the CMC, ROKMC.
MFK-2	Serve as Service component representative to USFK.
MFK-3	Coordinate with COMMARFORPAC in preparation for assumption of wartime responsibilities.
COM-1	Commands activated U.S. Marine Corps Reserve (USMCR) forces assigned to CDRUSJFCOM.
COM-2	Exercises TRO over CDRUSJFCOM-assigned SMCR units through COMMARFORRES.
COM-3	Ensures effective and efficient transfer of CDRUSJFCOM-assigned SMCR forces to active employing force commanders.
COM-4	Represent U.S. Marine Corps operating forces as voting member on the Marine Requirements Oversight Council (MROC).
MFN-1	Provide CDRUSNORTHCOM Homeland Defense, Defense Support of Civil Authority and Mission Assurance direction and guidance to all U.S. Marine Corps forces and activities located in the NORTHCOM AOR.
MFN-2	Report compliance of U.S. Marine Corps forces and activities located in the USNORTHCOM AOR with CDRUSNORTHCOM Mission Assurance direction and guidance.
CENT-1	Maintain a USMARCENT fwd headquarters in the COMUSCENT area of responsibility to represent COMUSMARCENT in theater during his absence, support theater engagement activities, and coordinate reception, staging, onward movement, and integration (RSO&I) of U.S. Marine Corps forces during training and operations. (T/O, 3.B.22)

(7) In addition to the above EOS approved command level tasks, MARFORPAC and MARFORCOM will perform the following tasks to facilitate Marine Corps training requirements and meet combatant commander requirements:

(a) In coordination with regional MARFORs, schedule/coordinate participation in joint exercises which facilitate MEB to MEF-level training for MEF HQ certification.

(b) In coordination with regional MARFORs, coordinate/source MEB and MEF CEs to participate in joint exercises which train MAGTF CEs to serve as JTF HQ.

(c) In coordination with regional MARFORs, ensure joint exercises are planned which will enable the certification of MEF CEs as JTF headquarters capable.

(d) In coordination with regional MARFORs, schedule/coordinate participation in TSC events which enhance MEF regionalization.

(e) Schedule/coordinate MEF/MEB/MEU participation in amphibious training exercises.

(f) Schedule/coordinate MEF/MEB/MEU participation in TCAT and MEBEXs.

(g) Schedule/coordinate MEF/MEB/MEU participation in Expeditionary Strike Group operational command post exercises.

(h) Schedule/coordinate MEF/MEB participation in Marine Expeditionary Brigade forcible entry/amphibious operations exercises and MPF exercises.

(i) Coordinate with fleet commanders to ensure continued ship availability for deck landing qualifications (DLQ) and AAV ship operations.

(j) Adhere to CMC-directed regionalization requirements and regional assignments for MEFs.

#### 4. Administration and Logistics

##### a. Administration

(1) DC, PP&O is the OPR for conducting required assessments, updating the document, and managing tasks assigned to departments and supporting establishment commands.

(2) All DCs, directors, and commanders compile and submit lessons learned to the Marine Corps Center for Lessons Learned.

##### b. Logistics. Omitted.

#### 5. Command and Signal

a. Command. The Commandant of the Marine Corps (CMC) has two primary venues to assist him in his statutory responsibilities as a Service chief and member of the Joint Chiefs of Staff in making informed recommendations and decisions.

(1) Marine Requirements Oversight Council (MROC). The MROC addresses institutional requirements, programmatics, and a wide range of Service functions.

(a) The MROC serves:

1. As the primary, executive-level Marine Corps leadership forum to advise and assist CMC in the execution of his responsibilities. The MROC advises CMC on a wide range of functions within a framework of well-defined systems and processes in order to effect changes to enhance the Corps' ability to accomplish its missions. These functions include military and civilian manpower; individual and unit training; equipping and sustaining fielded units; operational matters; logistics and acquisition management; force structure; warfighting concepts, capabilities and requirements; and securing, allocating and managing resources. In this capacity, the MROC is the central means of integrating and synchronizing these diverse institutional perspectives to ensure CMC effectively executes his responsibilities.

2. As the forum for Service integration, the MROC develops views from an institutional, fiscally aware perspective and relies strongly on the strategic awareness, operational experience, and functional area expertise of the MROC principal members. While specific issues may demand a more narrow view, principal member focus is on achieving CMC's strategic and institutional objectives within the current and projected fiscal landscape.

(b) Regardless of their primary duty, advocate, or proponent responsibilities, each MROC member is expected to provide informed, balanced, and independent advice to the benefit of the institution as a whole.

(c) Specifically, the MROC role is to validate requirements, ensure program acquisition execution, approve resource priorities and allocation, and where applicable, promote a greater degree of integration and interoperability to improve operational effectiveness with DON and the joint establishment.

(d) DC, PP&O will be the lead for MCSCP assessments and implementation oversight with recommendations for changes in MCSCP guidance being forwarded to CMC through the MROC.

(2) Executive Off-Site (EOS). The EOS is the senior Marine Corps General Officer (GO) forum where operational and emergent issues are addressed, force allocation decisions are rendered, and consensus is forged for issues that affect the Marine Corps as an institution.

(a) The EOS is CMC's forum to pass guidance, synchronize commanders' efforts, and discuss issues that affect all aspects of the Marine Corps. This is also CMC's forum for discussions relating to force allocation, operational posture, and associated decisions. The EOS includes all Marine Corps lieutenant general and GO leadership from HQMC, operating forces, and the supporting establishment. EOS tasking and decisions are disseminated in after-action reports and posted on the DMCS SIPRNET website.

(b) The EOS will address institutional issues that require incorporation into the MCSCP. CMC will approve all EOS recommendations for inclusion in subsequent MCSCP editions.

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b. Signal

(1) DC, PP&O will promulgate all changes to the MCSCP via MCEITS.

(2) DC, PP&O will make all documents associated with the MCSCP available through the NIPR and SIPR domains.



JAMES T. CONWAY  
Commandant  
United States Marine Corps

ANNEXES

Annex B: Intelligence: Omitted  
Appendix 1 to Annex B: Dir Int: MCISR-E Roadmap

Annex C: Operations: Omitted  
Appendix 1 to Annex C: DC, CD&I: Vision and Strategy 2025  
Implementation Planning Guidance  
Appendix 2 to Annex C: DC, PP&O: Global Force Management Process  
Appendix 3 to Annex C: DC, CD&I: Metrics for Assessment of Marine  
Corps Core Competencies  
Appendix 4 to Annex C: DC, PP&O: Risk Assessment Methodology  
Appendix 5 to Annex C: DC, CD&I: Guidance for Development of the Force  
for POM 14  
Appendix 6 to Annex C: DC, CD&I: Scenarios to be used for Force  
Development for POM 14  
Appendix 7 to Annex C: DC, PP&O: Expeditionary Policies Roadmap  
Appendix 8 to Annex C: DC, I&L: Engineer and EOD Master Plan  
Appendix 9 to Annex C: DC, PP&O: Ground Combat Element Roadmap  
Appendix 10 to Annex C: DC, PP&O: Campaign Support Plan  
Appendix 11 to Annex C: DC, PP&O: Mission Assurance Roadmap  
Appendix 12 to Annex C: DC, CD&I: Marine Corps Regional, Cultural, and  
Language Strategy  
Appendix 13 to Annex C: DC, PP&O: Marine Corps Law Enforcement Roadmap

Annex D: Logistics: DC I&L: Marine Corps Logistics Roadmap  
Appendix 1 to Annex D: DC, I&L: HQMC Logistics Strategic Plan  
Appendix 2 to Annex D: DC, I&L: MCLC Alignment and Integration  
Strategic Plan  
Appendix 3 to Annex D: DC, I&L: Global Combat Support System - Marine  
Corps  
Appendix 4 to Annex D: DC, I&L: Naval Logistics Integration Plan  
Appendix 5 to Annex D: DC, I&L, Expeditionary Logistics Initiative  
Roadmap  
Appendix 6 to Annex D: DC, I&L, Installations 2025 Plan and Roadmaps  
Appendix 7 to Annex D: DC, I&L, OIF Ground Equipment Reset Plan  
Appendix 8 to Annex D: DC, I&L, Logistics Information Techn. Roadmap  
Appendix 9 to Annex D: DC, I&L, PM Ammunition FY08-13 Strategic Plan

Annex E: Personnel: Omitted  
Appendix 1 to Annex E: DC, M&RA: Marine Corps Community Services  
Vision and Strategy 2025 Roadmap  
Appendix 2 to Annex E: DC, M&RA: Personnel Domain Roadmap

Annex F: Public Affairs: Dir PA

Annex K: Information Operations: Omitted  
Appendix 1 to Annex K: Dir C4: Marine Corps Network and  
Communications Strategy

Annex V: Interagency: DC, CD&I

Annex W: Aviation: Omitted  
Appendix 1 to Annex W: DC, Aviation: FY09 Marine Aviation Plan  
Appendix 2 to Annex W: DC, Aviation: Marine Corps Aviation Reset Plan

Annex Y: Strategic Communication: Dir PA