

VISION & STRATEGY

2012-2017



“Ready, Relevant, Responsive”

FOREWORD

“RECONSTITUTING THE FORCE FOR THE CURRENT FIGHT AND BEYOND”

“Our Nation is at a moment of transition” as stated by the Commander in Chief in the recently published strategic guidance, Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012. As Marine Forces transition from Afghanistan, we are confronted with budgetary constraints and an uncertain future security environment. A recent Department of Defense assessment produced a defense strategy focused on transitioning from today’s wars to preparing for future challenges, addressing 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 challenge will be to sustain our global leadership, maintain our military superiority, and keep faith with our military personnel, their families, and our veterans while fostering fundamental change in our defense structure. 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.

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. We enable and participate in joint and combined operations of any magnitude. 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.”

Marine Forces Reserve (MARFORRES) will continue to play a major part in contributing to the role assigned to the Marine Corps and as an integral member of the Total Force. The current planned reduction in Marine Corps forces from 202,100 Marines to 182,100 involves a degree of risk in the ability to simultaneously respond to multiple large scale contingencies.

In addressing this risk, CMC expressly states in the recent Commandant of the Marine Corps 2012 Report to Congress on The Posture of the United States Marine Corps: “We intend to leverage the diverse depth and range of assets within our Reserve component both to mitigate risk and maximize opportunities where available.”

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“We intend to leverage the diverse depth and range of assets within our Reserve component both to mitigate risk and maximize opportunities where available.”

The reserve component (RC) must remain a ‘ready-responsive-relevant’ force capable of seamlessly operating as a part of the Total Force. As an operational force, MARFORRES will fulfill both its operational and strategic role with a focus on readiness, core competencies, and the health of the force. MARFORRES will continue to participate in a full range of missions in consonance with combatant commander (CCDR) and Service requirements to include cyclical or preplanned operations along with emergent requirements by providing tailored, predictable, and sustainable combat capability. Marine Forces Reserve will provide the Total Force predictable and sustainable combat capability tailored to meet recurring activities and/or the exigencies of the current operating environment.

Continued operational employment of the RC into the future will necessitate the implementation of the recent RC force structure review along with a review of current and recommended MARFORRES force laydown. The analysis of the RC organizational structure and capacities will allow us to retain the best of our current capabilities while developing others that increase relevance and readiness to respond to current and projected threats. The accomplishment of these activities will require maintaining essential operational capabilities as directed by CMC and within fiscal limitations. In doing so, MARFORRES will meet Department of Defense (DoD) Strategic Guidance which states, “The challenges facing the United States today and in the future will require that we continue to employ National Guard and Reserve forces. The expected pace of operations over the next decade will be a significant driver in determining the appropriate AC/RC mix and level of RC readiness.”



Commander Marine Forces Reserve (COMMARFORRES) Vision

“Marine Forces Reserve is the Force of Choice for augmentation to the active component, reinforcement for service priorities, and sustainment as a relevant force now and for the future. Aligned with the middleweight force of America’s Expeditionary Force in Readiness, Marine Forces Reserve provides options to active component leaders and Combatant Commanders, from being ready for immediate use in support of disaster relief to providing strategic depth through sustained augmentation for major contingency operations. Marine Forces Reserve is proactively aligned and seamlessly integrated with the active component and is composed of well-equipped, highly trained, and competent professionals. Dependable, flexible, and capable across the range of military operations, Marine Forces Reserve is the essential shock absorber for the active component in the ambiguous global environment that we face in the future.”

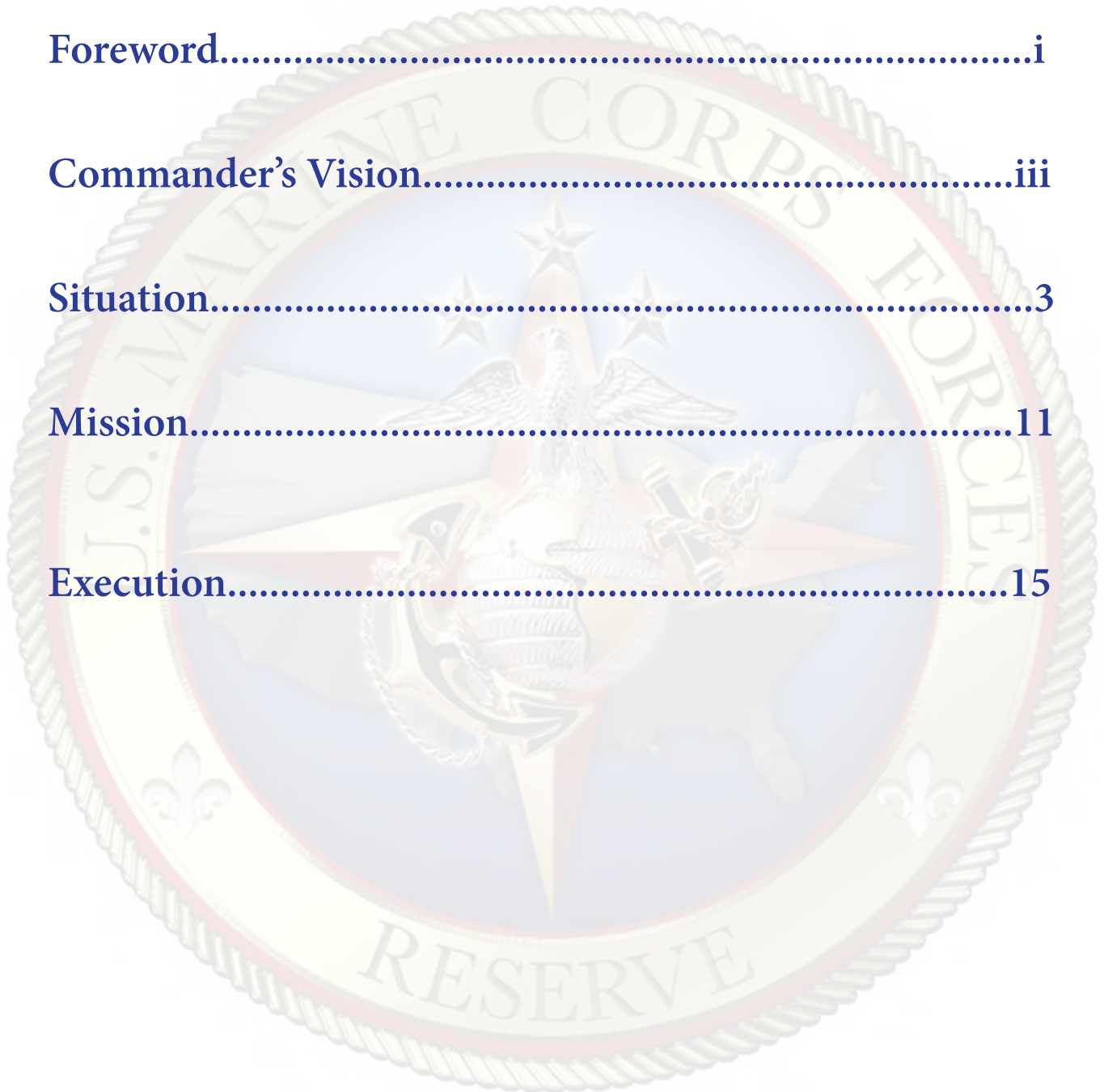
Semper Fidelis

A handwritten signature in black ink that reads "S. A. Hummer". The signature is written in a cursive, flowing style.

STEVEN A. HUMMER
Lieutenant General
Commander, Marine Forces Reserve

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Situation



SITUATION

General. Since 9/11, the reserve component (RC) has evolved from a strategic to an operational force capable of simultaneously fulfilling both an operational role and a strategic role as defined in Department of Defense Directive 1200.17 Managing the Reserve Component as an Operational Force. In an operational role, the RC has sourced preplanned, rotational, and routine CCDR and Service requirements across a variety of military operations. The RC has consistently supported Phase 2-4 operations in Afghanistan, and previously in Iraq, while also sourcing Phase 0/1 CCDR requirements such as SP MAGTF AFRICA in AFRICOM, BLACK SEA ROTATIONAL FORCE in EUCOM, Unit Deployment Program (UDP) in PACOM, and SOUTHERN PARTNERSHIP STATION in SOUTHCOM. The RC continues to perform its strategic role with CCDR exercise involvement with units and detachments, individual augmentation to other Marine Forces (MARFOR) and Marine Expeditionary Force (MEF) staffs, and focused readiness further enabling a rapid transition to operational roles or support to major contingency operations.

The Role of the Reserve Component in Operations & Strategy

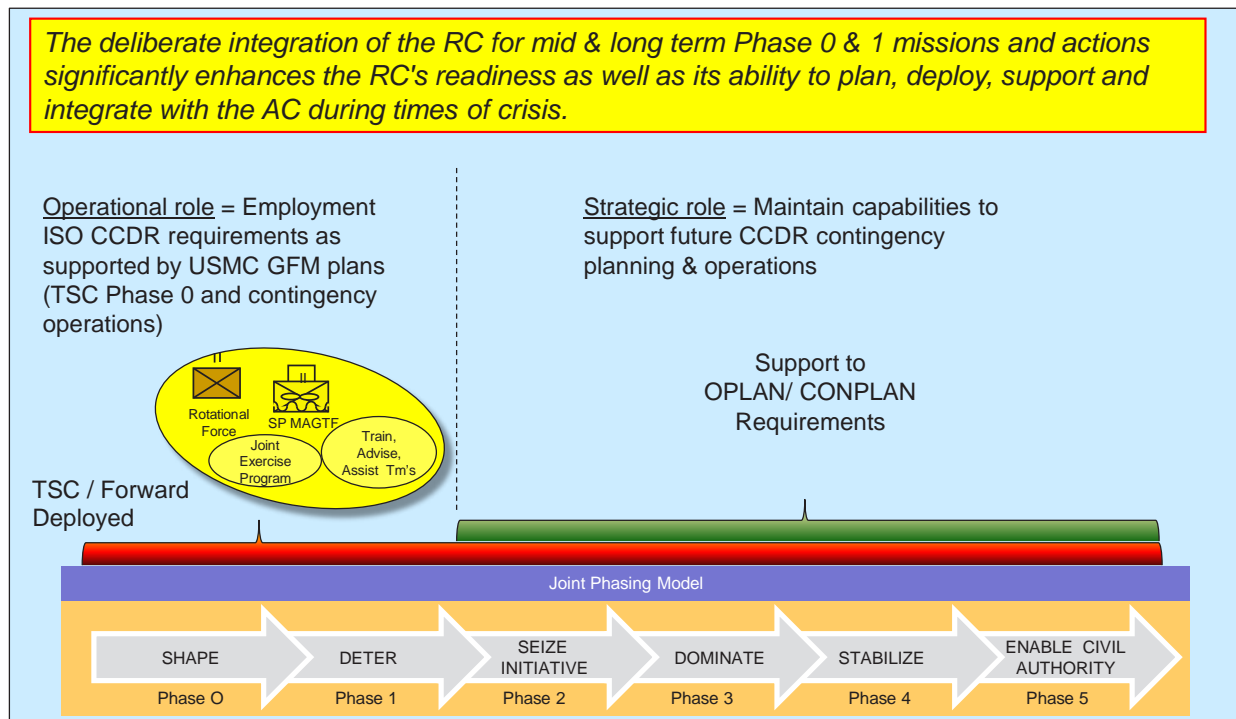


Figure 1

As operations drawdown in Afghanistan, the scope and complexity of today's operating environment continues to place demands on U.S. Marine Forces' capacity to source both CCDR and Service requirements. These global requirements include the security and prosperity of the Asia-Pacific region and regional security within the Middle East and North Africa. 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 end strength, and the looming austere fiscal situation demands that the future role of MARFORRES, as an element of the Total Force, is fully planned, clearly articulated, and widely understood.

Special. Providing combat ready units and detachments in a timely manner continues to be a foundational capability of Marine Forces Reserve. Since 2001, MARFORRES has activated and deployed more than 76,000 Marine reserve personnel in support (ISO) of overseas contingency operations (OCO).

The continuous employment of the RC has produced a core of combat experienced officers and enlisted leaders who are the future of the reserve component. These individuals have gained invaluable experience in balancing the needs and demands of their family, civilian employer, and of the Marine Corps and have created a nucleus of combat leaders that will serve as a source of strength as MARFORRES transitions to meet the challenges of the future security environment. Additionally, the continued recruitment of prior service Marines to the RC makes for a more ready and responsive RC and enhances the Total Force's return on investment.

The substantial number of mobilizations that occurred during the previous ten years has resulted in a marked increase in resident MARFORRES and MSC staff knowledge of the service policies and processes that support the mobilization, activation, integration, and deactivation of the RC. This continued interaction between the two components in developing Total Force solutions has further strengthened the bonds between the AC and RC and will obviate the need to integrate the RC from a 'cold start' in the event of a future major contingency. These inextricable linkages represents a strength to leverage as we continue to establish and maintain existing habitual relationships between the AC/RC for like units, between higher headquarters staffs to include both the operating forces and the support establishment, and within HQMC organizations.

Employment of the RC as an operational force in a non-contingency operational role requires specific statutory authorities other than Title 10, United States Code (10 U.S.C.) section 12302, global force management policies, and resourcing strategies. A critical driver in the functioning of an operational force has been the ability to access the RC: "access" as defined by the involuntary mobilization authority and the requisite funding to support. For the previous ten years, unit mobilization ISO Operations ENDURING FREEDOM (OEF), NEW DAWN (OND) and previously IRAQI FREEDOM (OIF), along with other CCDR requirements, has occurred to a large degree with the use of 12302 involuntary activation authority as defined by Title 10 and supported with the associated OCO funds.

As we drawdown in Afghanistan, the OCO funds necessary for access to the RC will diminish as will the utilization of 12302 activation authorities. Recent mobilization authority legislation in the form of 12304b contained in Title 10 facilitates the RC's ability to continue to function in an operational role and serve as an 'institutional shock absorber' for the Total Force for predictable, routine, non-contingency unit involuntary activations. This authority requires funding resources to be programmed into the baseline budget for the year that the personnel are ordered to active duty.

Threat. In this 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: 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 short, the causes of war and conflict are long-term challenges and will become more complicated in time (reference figure 2).

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.

Over the next twenty years physical pressures - population, resources, energy, climatic and environmental - could combine with rapid social, cultural, technological and geopolitical change to create greater uncertainty. This uncertainty is exacerbated by both the unprecedented speed and scale of change, as well as by the unpredictable and complex interaction among the trends themselves. Globalization and growing economic interdependence, while creating new levels of wealth and opportunity, also create a web of interrelated vulnerabilities and spread risks even further, increasing sensitivity to crises and shocks around the globe and generating more uncertainty regarding their speed and effect.

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 will 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, will continue to threaten the Homeland and U.S. interests globally.

Higher. CMC's primary goals in the near term through 2025 remains to provide the best trained and equipped Marine units for operations in Afghanistan and to remain the Nation's expeditionary force of choice into the future. The Marine Corps' secondary goal is to re-balance the Corps, posture it for the future, and aggressively experiment with and implement new capabilities and organizations. Included in the key components of the Corps' strategy to accomplish these goals are:

1. Deploying forces forward with relevant and timely capabilities;
2. Ensuring that the force is forged to be lean, agile, and adaptable as individuals and as an institution;
3. Focusing on executing sustainable expeditionary operations;
4. Educating and training to understand and defeat adversaries in complex conflicts; and,
5. Taking care of Marines and their families.

Assumptions

1. The draw-down in Afghanistan and subsequent reduction in OCO funding will limit accessibility to RC forces using Title 10, United States Code section 12302 activation authorities.
2. Combatant Commander rotational force and Service requirements demand signal for Security Cooperation MAGTFs, amphibious capabilities, and phase 0/1 support will necessitate the operational employment of RC capacity indefinitely.
3. Access to RC forces ISO operational requirements will require usage of Title 10 section 12304b activation authorities and baseline funding programmed two years before unit/detachment activation.

Past & Projected threats, aggression and challenges.

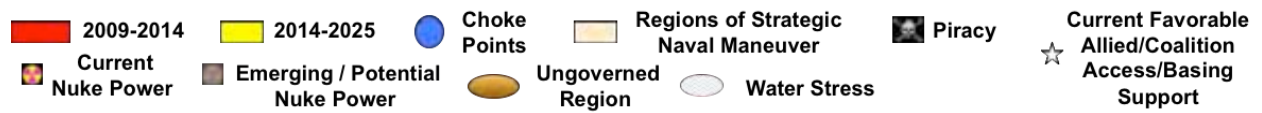
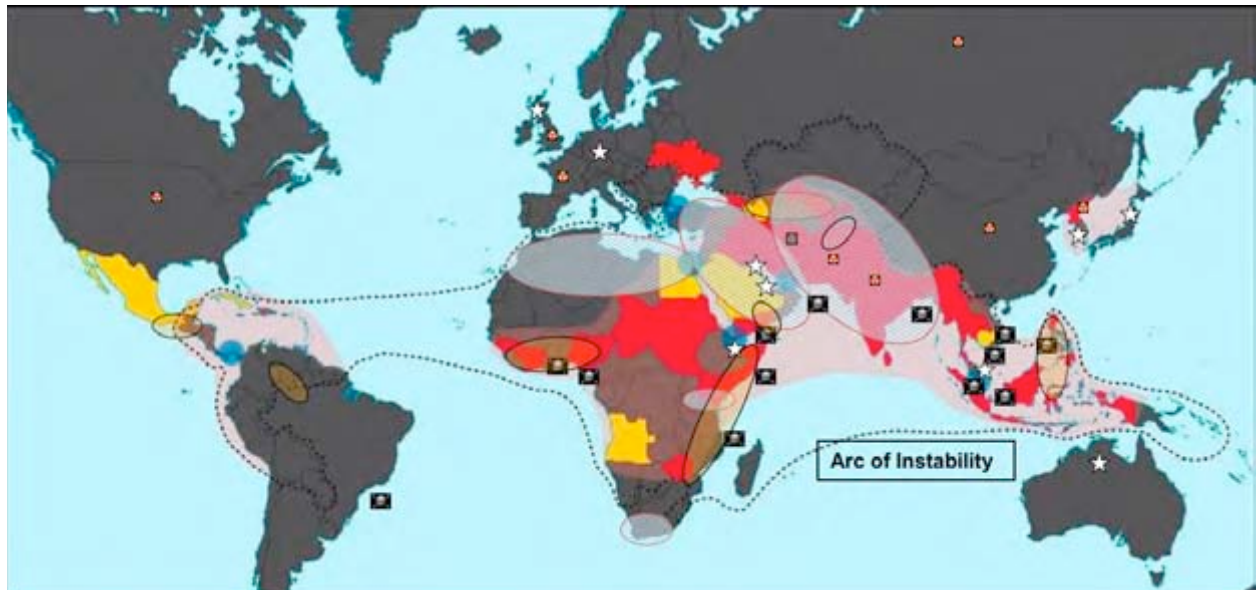


Figure 2

Mission



Marine Forces Reserve Vision & Strategy
2012 - 2017

MISSION



Commander, Marine Forces Reserve (COMMARFORRES) commands and controls assigned forces for the purpose of augmenting and reinforcing 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. COMMARFORRES is the principle advisor to the Commandant of the Marine Corps on matters pertaining to Marine Forces Reserve.

Execution



Marine Forces Reserve Vision & Strategy
2012 - 2017

EXECUTION

Commander's Intent

As we look to the future and reconstitute the force we will continue to optimize the utilization of MARFORRES forces and remain focused on the crucial role the RC will have in supporting Total Force requirements within the emerging security environment.

We will plan and conduct an in-stride reset of our reserve force such that we continue in our role as an operational force. In doing so, we will set strategic goals and supporting objectives along lines of operation (LOOs), which nest with Service initiatives, are aligned with the MARFORRES FY 12 Campaign Plan, and can be assessed through established standards. We will advocate and assist Service headquarters in the pursuit of resources and authorities necessary for the accomplishment of our goals.

My desired end state is for MARFORRES to be fully aligned to support Total Force requirements with relevant and ready forces capable of a rapid transition to operational roles or support to a future major contingency operation.

Concept of Operations

The framework created by the MARFORRES Strategy & Vision contains three fundamental pillars: Enduring Priorities & Guiding Principles, Core Competencies, and Lines of Operation. These three pillars are inextricably linked and when synchronized, their effects synergize one another. Commander Marine Forces Reserve established *Enduring Priorities & Guiding Principles* to guide commanders and staffs in their planning and decisions. *Core Competencies* define capabilities that must reside within MARFORRES as a force provider. Two primary *Lines of Operation* - Operational Reserve Employment and Force Structure Development - serve as the focal point for Marine Forces Reserve now and in the future (reference figure 3). Each of the LOOs possesses associated Strategic Goals and supporting Objectives.

These goals and objectives guide actions and facilitate the coordination of efforts across MARFORRES. Nested with these two primary LOOs are the five subordinate lines of operations contained in the MARFORRES FY 12 Campaign Plan: organize, man, train, equip, and provide.

We will continually assess our progress towards attaining our strategic goals. Established standards in the form of measures of performance (MOP) linked to the strategic goals and supporting objectives will guide our progress towards achieving an Operational Reserve capable of supporting the Total Force operationally and strategically. The associated performance standards will be reviewed quarterly and assessed annually to determine progress and to confirm their relevance in the attainment of our desired end state.

Three Pillars of MFR Vision & Strategy

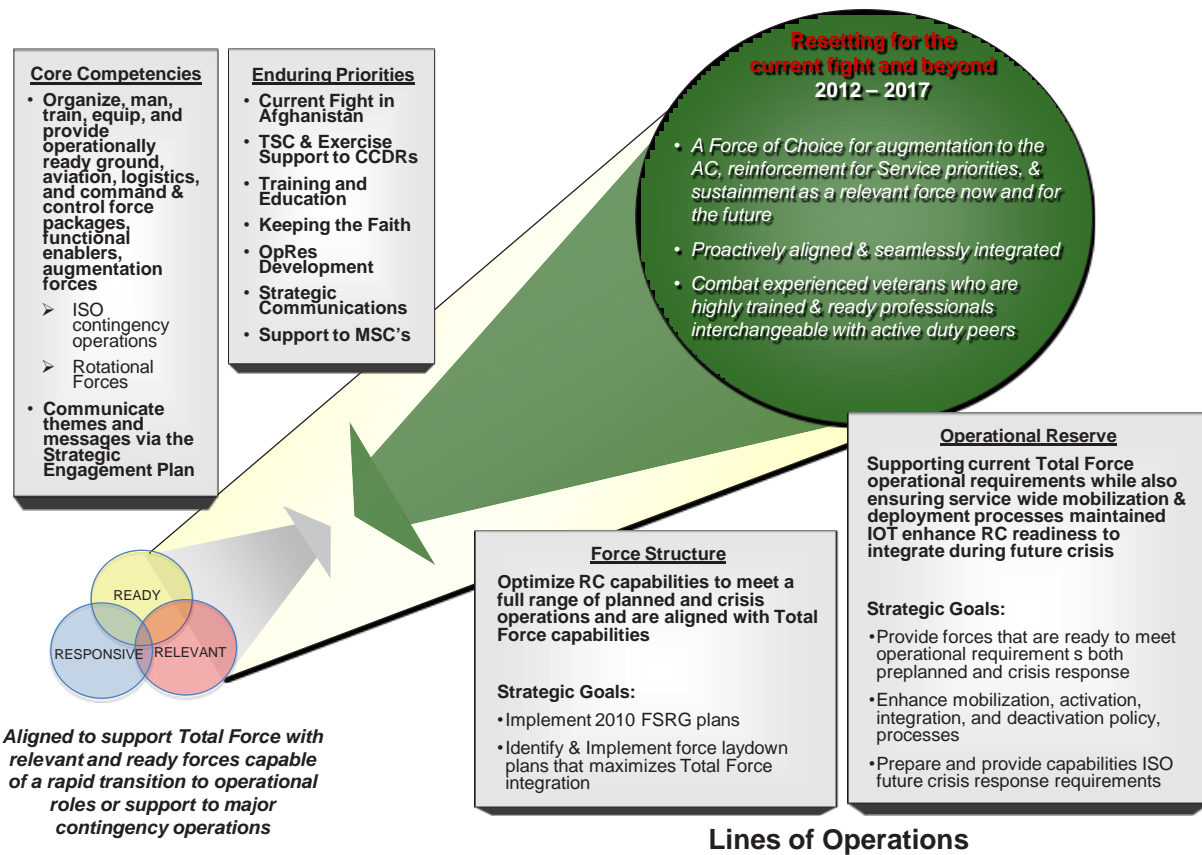


Figure 3

COMMARFORRES Enduring Priorities. Enduring Priorities afford commanders and staffs a construct from which they can make decisions, align resources, and weigh efforts. Commanders and leaders at all levels are expected to execute duties and responsibilities in accordance with these priorities:

1. The current fight in Afghanistan.
2. Support to CCDRs to include theater security cooperation events and exercise participation.
3. Training and Education – Distributed Operations (DO), Irregular Warfare (IW), Professional Military Education (PME), and Professional Development.
4. Keeping the Faith with individual Marines and Sailors, their families and employers. Marines, Sailors, and civilians of the Reserve Community embody all elements of the Marine Corps ethos.

5. Development of the Operational Reserve – Strategy & Vision 2012-2017 and the FY 13 Campaign Plan.
6. Strategic Communications – education of the AC, Congress, Office of the Secretary of Defense, Marines, Families, Employers, and the American People.
7. Overwhelming support to MARFORRES MSCs and the Inspector & Instructor (I&I) staffs.

COMMARFORRES Guiding Principles. How well we perform collectively and individually is a function of the core values and beliefs that shape our behavior. Everything we do supports the mission of the Total Force Marine Corps and honors our proud heritage and tradition.

1. Culture of Responsible Choices – conduct and self-discipline – think responsibly and act accordingly.
2. Fiscal responsibility – make the right choices – husband the tax payers’ dollars.
3. Lead, be professional, be self-disciplined, respect others.

Core Competencies. MARFORRES core competencies define capability sets derived from OPLAN and OPORD analysis, Service strategy, doctrine, and guidance. Collectively, our core competencies delineate operational capabilities that identify and reinforce the relevancy and uniqueness of MAGTFs and Marines. MARFORRES provides a ready, responsive, relevant force that can:

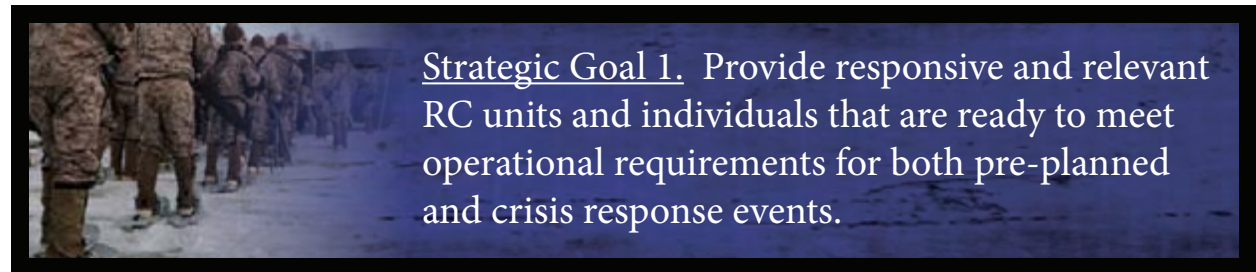
1. Organize, man, train, equip, and provide operationally ready ground, aviation, logistics, and command & control (Rgt & Grp level and below) force packages, functional enablers, augmentation forces (units & individuals) ISO global sourcing for contingency operations;
2. Organize, man, train, equip, and provide operationally ready forces ISO rotational force requirements such as Special Purpose (SP) MAGTFs and the Unit Deployment Program (UDP); and
3. Effectively communicate themes and messages via the Strategic Communications Plan.

MFR core competencies ensure integration with the total force.



Figure 4

Operational Reserve Employment. The continued utilization of an operational reserve is dependent upon efficient use and refinement of Service-wide mobilization and deployment processes that have been developed over the past eleven years. The deliberate integration of the RC for mid- and long-term phase 0 & 1 missions and actions enhances the RC's readiness as well as its ability to plan, deploy, support, and integrate with the AC during times of crisis.



Strategic Goal 1. Provide responsive and relevant RC units and individuals that are ready to meet operational requirements for both pre-planned and crisis response events.

a. Objective - Application of a post-Afghanistan Force Synchronization Process built upon a cyclic, predictable model, which aligns limited resources toward ensuring core RC capabilities are made available to Service force planners to rapidly mobilize and deploy.

(1) MOP – Current MARFORRES Force Synchronization Process is developed according to force capabilities; process is documented and utilized for planning across the MSCs and throughout MARFORRES. (MFR G-3/5)

b. Objective – Maximize MARFORRES's ability to provide individual augments (IA) as part of a Total Force sourcing solution.

(1) MOP – Number of MARFORRES personnel activated as IAs ISO operational requirements. (MFR G-1)

c. Objective – Optimize the Marine Corps' ability to fully integrate the RC within the Total Force by pursuing greater interoperability through adaptive and deliberate planning and execution.

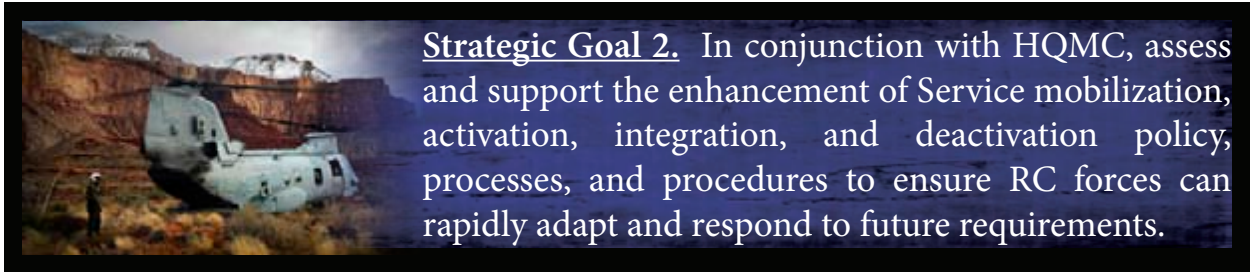
(1) MOP – Planning and execution for exercises and Global Force Management (GFM) requirements staffed by MARFORRES, MSC, and unit/detachment representatives; MARFORRES and MSC planners participate in all applicable Adaptive Planning and Execution (APEX) planning, and Joint Planning and Execution (JPEC) functions when required. (MFR G-3/5)

d. Objective – Ensure unit and individual training supports OPLAN/contingency plans and current operations while pursuing innovative methods to leverage limited resources.

(1) MOP – Units in pre-mobilization phase of Force Synchronization Process can accomplish their core mission essential tasks (METs). (MFR G-3/5 and MSCs)

e. Objective - Enhance training, support, and interaction programs that prepare personnel, families, and employers for both preplanned and crisis response operations.

(1) MOP - Family Readiness and Employer Support for the Guard and Reserve (ESGR) training conducted annually by each MARFORRES site; Family Readiness and ESGR training conducted during activation and deactivation process for each mobilized unit, detachment, and individual augment. (MFR G-3/5 and MSCs)

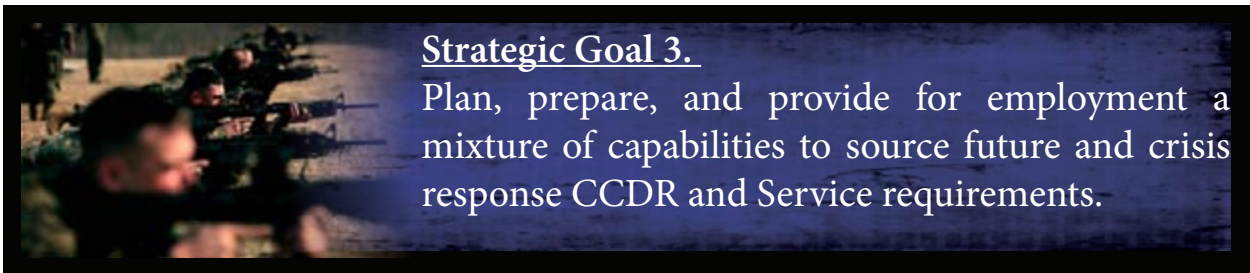


a. Objective - Support RC force accessibility through the appropriate Title 10 activation authorities ISO global sourcing requiremen

(1) MOP - All initiatives and components of the Strategic Communication Plan incorporate an advocacy of Title 10 activation authorities. (MFR PAO)

b. Objective - Submit operational requirements into the planning, programming, budgeting, and execution system.

(1) MOP - MARFORRES key planners participate in the process and provide input annually to the development of the Program Objective Memorandum (POM). (MFR G-8, G-3/5, and Fiscal)



a. Objective - Operational employment opportunities available to each major subordinate command within MARFORRES.

(1) MOP - MARFORRES and MSC key planners attend appropriate force planning conferences to include quarterly Force Synchronization Conferences and Operations Summits and advocate RC capabilities to source requirements. (MFR G-3/5 & MSCs)

b. Objective – Identify, cultivate, and develop habitual relationships between RC and AC units by aligning AC-RC training efforts in order to enhance interoperability and facilitate integration at the tactical level.

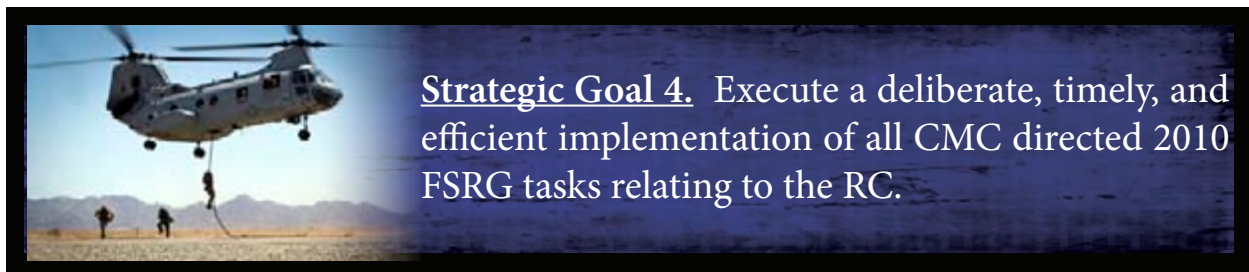
(1) MOP – Generate a habitual relationship model depicting unit and/or organizational alignment and exercise integration between the AC and RC. (MSCs)

c. Objective - Align operational and fiscal planning to synchronize employment to gain a predictable, sustainable, and supportable employment of the RC.

(1) MOP - Development of an operational and training employment plan, which matches requirements with budgetary plans across the FYDP. (MFR G-3/5, G-8, Fiscal, & MSCs)

Force Structure Development.

As the Total Force Marine Corps restructures its warfighting capabilities to meet the global demand and threats of the future, reconstitution, modernization, and affordability remain a challenge. The recent CMC-directed 2010 Force Structure Review (FSR) recommended significant changes to the Total Force capability mix in the face of the AC end-strength drawdown. To that end, MARFORRES will embrace the FSR-directed tasks and reorganize its units, sites, and Command & Control architecture to enable the continuation of an integrated Total Force, capable of meeting the operational and strategic warfighting needs of the nation.



a. Objective - FSRG directed tasks are thoroughly analyzed, implementation plans developed, and briefed through the DOTMLPF/C process.

(1) MOP - FSR directed tasks completed on schedule in accordance with (IAW) the approved plan of action and milestones (POA&M). (MFR G-8 lead; MSCs in support)

b. Objective - FSR related funding requirements are identified and resourced within constraints.

(1) MOP – FSR directed tasks resourced annually within budgetary limitations.
(MFR Comptroller)

c. Objective - FSRG directed actions are fully achieved IAW the approved POA&M.

(1) MOP – FSR directed actions to include activations, deactivations, and reorganizations achieve initial operational capability (IOC) and full operational capability (FOC) within specified timelines IAW established schedules. (MFR and MSCs)

d. Objective - Develop a Force Capabilities Master Plan (FCMP) that includes all Total Force requirements (e.g. AVPLAN).

(1) MOP – FCMP is reviewed and revised annually. (MFR G-8)

Strategic Goal 5. Identify and implement a future force laydown that maximizes integration with Total Force capabilities balanced with fiscal limitations, personnel recruitment, training opportunities, and facility considerations.



a. Objective - Develop a Force Laydown Master Plan (FLMP).

(1) MOP – Force Laydown Master Plan (FLMP) is reviewed and revised annually.
(MFR G-8 & Facilities lead)

b. Objective – Identify and advocate for resources required to enable execution of the FLMP.

(1) MOP – FLMP initiatives are executed IAW established schedules.
(MFR G-8 & Facilities lead)

Contact Information

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