

United States Marine Corps

Service Campaign Plan

2014-2022



United States Marine Corps Service Campaign Plan 2014-2022

MARINE CORPS SERVICE CAMPAIGN PLAN FOR 2014-2022

Purpose

The purpose of the Marine Corps Service Campaign Plan is to direct short-term actions and to establish mid-, and long-term goals to guide the development and maintenance of the Commandant's priorities in supporting the Combatant Commanders. Additionally, it establishes priorities to guide the development and sustainment of the Total Force. In the hierarchy of Service documents it is a strategic document intended to align operational commitments and capabilities development.



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Subj: MARINE CORPS SERVICE CAMPAIGN PLAN FOR 2014-2022

- Ref:
- (a) DODD 5100.01, Functions of the Department of Defense and Its Major Components, 21 Dec 2010
 - (b) Expeditionary Force 21
 - (c) 35th Commandant of the Marine Corps Commandant's Planning Guidance, 2010
 - (d) Marine Corps Service Campaign Plan 2012-2020
 - (e) 2010 Marine Corps Operating Concepts for a Changing Security Environment (MOC), Third Edition
 - (f) Marine Corps Intelligence Activity Long Range Threat Assessment, 2012-2032
 - (g) Decision Paper, Commandant of the Marine Corps Service Objectives, 10 Oct 2013
 - (h) 2014 Quadrennial Defense Review (QDR) Report
 - (i) MCO 3900.15B, Marine Corps Expeditionary Force Development System
 - (j) United States Marine Corps Expeditionary Energy Strategy and Implementation Plan
 - (k) HQMC Reconstitution Synchronization Message, DTG 122008Z JUL 11
 - (l) 2010-2012 Guidance for Employment of the Force (GEF)
 - (m) 2010 Joint Strategic Capabilities Plan (JSCP)
 - (n) 2012 Unified Command Plan (UCP)
 - (o) MCO 12430.2 Performance Management Planning Order, 29 Dec 1998
 - (p) Marine Corps Enterprise Integration Plan (MCEIP)
 - (q) CMC Prioritization for Staffing, Training, and Equipping U.S. Marine Corps Forces Message, 10 Apr 2014
 - (r) 2010 U.S. Joint Forces Command Joint Operating Environment (JOE)
 - (s) Report of the 2012 U.S. Marine Corps Force Optimization Review Group (FORG)
 - (t) Maritime Security Cooperation Policy: An Integrated Navy-Marine Corps-Coast Guard Approach
 - (u) MCWP 3-40.8, Componentcy
 - (v) Marine Corps Strategic Health Assessment (MCSHA), FY13
 - (w) Marine Corps Aviation Plan, FY 2014
 - (x) CMC Message for Priorities for Staffing, Training, and Equipping U.S. Marine Forces
 - (y) Marine Expeditionary Brigade (MEB) Concept of Operations (CONOPS)
 - (z) Global Force Management Implementation Guidance (GFMIG), FY 13
 - (aa) Defense Strategic Guidance, Jan 2012

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Foreword

As America's Expeditionary Force in Readiness, the Marine Corps is an integral part of our Nation's defense. The functions of the Marine Corps within the Department of Defense (DOD) are clearly defined in reference (a):

- *Seize and defend advance naval bases/lodgments to facilitate subsequent joint operations.*
- *Provide close air support for ground forces.*
- *Conduct land and air operations essential to the prosecution of a naval campaign or as directed.*
- *Conduct complex expeditionary operations in the urban littorals and other challenging environments.*
- *Conduct amphibious operations, including engagement, crisis response, and power projection to assure access. The USMC has primary responsibility for development of amphibious doctrine, tactics, techniques, and equipment.*
- *Conduct security and stability operations and assist with the initial establishment of a military government pending transfer of the responsibility to other authority.*
- *Provide security detachments and units for service on armed vessels of the Navy, provide protection of Naval property at naval stations and bases, provide security at designated U.S. embassies and consulates, and perform other such duties as the President or the Secretary of Defense may direct. These additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized.*

We are a forward deployed and forward engaged force that creates options and decision space for our Nation's leaders. Responsive and scalable, the Marine Corps is uniquely organized for crisis response and theater engagement. Ideally, we will operate forward from naval vessels. A "middleweight force" that operates across the range of military operations (ROMO), we are fully capable of complementing smaller operations or larger ground joint/combined operations, but Crisis Response (CR) remains our distinctive competence.

In the future, our Nation will encounter an increasingly mixed blend of conventional, irregular, and hybrid threats. The MAGTF has proven effective and our force must remain balanced and right-sized - with all elements remaining fully capable - to meet these future security challenges. "While the Marine Corps may operate on and from the sea, in and from the

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air, and on the land, it is not optimized to dominate any domain. Rather, the Marine Corps is optimized to be expeditionary - a strategically mobile force that is light enough to get to the crisis quickly, yet able to accomplish the mission or provide time and options prior to the arrival of additional forces." (reference (b)). The Marine Corps requires the need for forward deployed capabilities possessing the ability to respond to crises at a moment's notice. The uncertainty of the future requires that we maintain the capability to project power to counter the entire spectrum of conflict and promote stability.

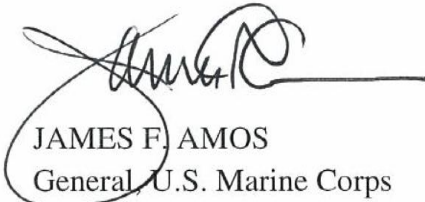
Faced with the emerging security environment, fiscal constraints, and as directed by the Secretary of Defense, we conducted a force analysis and review to rebalance and optimize the Marine Corps. In accordance with this review, and within funding parameters set by Congress, the Budget Control Act (BCA), while using the Force Optimization Review Group (FORG) and Quadrennial Defense Review Integration Group (QIG) recommended force structure as a starting point, we will realign the Marine Corps to provide options during crises, regain proficiency in our amphibious core competency and we will reconstitute our operating forces to fight effectively in Major Combat Operations (MCO) in a post-Afghanistan environment. Lessons learned over a decade at war will guide our capability development and will ensure our readiness to respond to national security threats.

My Commandant's Planning Guidance (CPG) (reference (c)), took into account National, DOD, Department of the Navy (DON), and Service level documents, and was published to provide specific guidance to our Corps. Taking into account the realities of fiscal constraints and using the results of the Office of the Secretary of Defense (OSD) Strategic Choices & Management Review, my four priorities remain unchanged (listed on pg. 8). Our Corps will continue resourcing to maintain our abilities in our core competencies and to carry out Title 10 Service responsibilities. In 2013, after a comprehensive review of how the Marine Corps identifies, prioritizes, and develops capabilities, the Marine Requirements Oversight Council (MROC) directed development of Expeditionary Force 21, to provide strategic guidance to posture, organize, train, and equip the Marine Corps Total Force - as an integral part of the larger naval and joint team - and to fulfill assigned public law and national policy responsibilities in the evolving security landscape. Expeditionary Force 21 and the Marine Corps Service

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Campaign Plan (MCSCP) provide general and prioritized guidance that informs the Marine Corps Force Development System (MCFDS), through which the Marine Corps develops the future capabilities of the operating forces, supporting establishment, and Headquarters Marine Corps (HQMC).

The Marine Corps Service Campaign Plan is the lens through which my priorities are acted upon to guide the development and sustainment of the Total Force. This document supersedes reference (d) and further refines the goals, objectives, and guidance that will build and maintain proficiency in our core competencies. Accordingly, HQMC, the supporting establishment, and the operating forces will take appropriate actions during development of the Future Years Defense Program (FYDP) in accordance with this Campaign Plan. We continue to right size the Marine Corps for the future, advance proficiency in our amphibious core competency, and reconstitute our operating forces for the post-Afghanistan environment based on the realities of fiscal constraints and the results of the FORG and QIG. We will remain America's Expeditionary Crisis Response Force, ever ready to respond to today's crisis, with today's force...TODAY.

A handwritten signature in black ink, appearing to read "James F. Amos", is written over a circular stamp. The signature is fluid and cursive, with a long horizontal line extending to the right.

JAMES F. AMOS
General, U.S. Marine Corps
Commandant of the Marine Corps

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1. Situation

a. General

(1) *2001- Present Day.* As America's Expeditionary Force in Readiness, the Marine Corps excelled in over a decade of constant combat and counterinsurgency (COIN) operations in service to the national defense. Marines, Sailors, civilian Marines, and their families have made unsurpassed sacrifices through many years of overseas contingency operations. From Task Force 58 when 4,400 Marines launched from six amphibious ships to secure critical lodgments in Afghanistan in late 2001, through COIN efforts in the Al Anbar province of Iraq, to current operations in the Helmand and Nimruz Provinces of Afghanistan, our Corps has remained forward deployed in the service of our Nation. To the detriment of our Expeditionary Force Attributes (reference (b)), the tempo of these deployments dictated an almost singular focus on preparing units for their next operational rotation and COIN operation. This focus and the deployment rate of many units eroded the skills needed for combined arms; maneuver-, mountain- and jungle-warfare, maritime prepositioning force operations, and amphibious operations. In addition to deployments supporting current operations, the Marine Corps is now committed around the world to standing operations plans and contingency plans (OPLANS/CONPLANS) and prepared to meet emerging threats. The challenge of maintaining proficiency for these missions is particularly acute for Marine Expeditionary Brigades (MEB) and Marine Expeditionary Forces (MEF), where opportunities to maintain our historically high levels of proficiency in these operations are reduced. As described in Marine Corps Operating Concepts for a Changing Security Environment (reference (e)), the Marine Corps has learned from this and must now maintain the ability to operate across the range of military operations.

(2) *The Future.* At the strategic level we will prepare for the future by maximizing our ability to meet the coming challenges through the Expeditionary Force 21 attributes that underpin an expeditionary force (reference (b)) operationalized through the goals in this document. We take indications of the global situation from reference (g) which indicate a world of increasing instability and conflict, affected by competition for resources, urbanization, overpopulation, poverty, and extremism. Failed states or those that cannot adequately govern their territory can become safe havens for terrorist, insurgent, and criminal groups that threaten the U.S. and our allies (reference (f)). Globalization will continue to increase interdependence between nations, placing a premium on access to the world's commons—land, sea, air, space, and cyber. **These domains converge in the littorals where a majority of the world's population lives in close proximity to the sea. These densely populated, urban regions will provide sanctuary for our adversaries. As difficult as the physical and fiscal aspects of operations will be, the evolving information environment and cultural terrain will be even more challenging.** The rapid development of new technologies, coupled with easy access to cyber-based capabilities and advanced precision weaponry, further empower state and non-state actors, and amplify the risks to U.S. and allies' interests. Therefore, the ability to comprehend and shape these dimensions of the modern operating environment will be integrated into the development of the force. In this

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environment, sea-based forces will be invaluable to engagement, crisis response, and power projection to these areas (reference (b)).

(3) *The Fiscal Environment.* National fiscal realities will result in reduced resources for defense. A slow recovery from the global financial crisis is having the same effect on several major allies and key partner nations. We expect a reduction in total obligation authority. All existing programs, as well as any new initiatives recommended by force review initiatives will be subject to close scrutiny and will require comprehensive justification to achieve the balanced objectives laid out in the 2012 Defense Strategic Guidance and 2014 QDR Report (reference (f)). Ultimately, defense budget reductions will require the Marine Corps to make hard choices in focusing resources and training to specific core competencies and priorities while accepting defined risk in other areas. The Marine Corps must make these choices holistically to shape the force required by the Nation to face the future threat environment.

b. Implications for the Role of the Marine Corps

(1) During the time period covered by this campaign plan, the demand for Marine Corps forces to support operations abroad will increase. Though the total number of Marines deployed to OEF will decrease through 2014, commitments to Afghanistan will continue to place heavy requirements on our personnel, equipment, and families. We will maintain the capacity and posture to shape, deter, and seize the initiative in response to crises and contingencies. **To respond to a wide range of crises in a timely manner, we will employ readily deployable, regionally focused headquarters and forward postured forces with a minimum of strategic lift (references (b) and Appendix 6 to Annex C).** Marines will be most ready when the Nation is least ready to meet combatant commanders' (CCDR) demand for crisis response forces and to deter to our adversaries. These same forces will support key engagement and security cooperation activities in specified geographic areas of responsibility (AORs).

(2) Sustaining steady state forward presence and meeting the lift requirements of the assault echelons (AE) of two MEBs is a challenge that requires coordination within the DON. The Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC) determined that the force structure requirement to support MEB lift is 38 total amphibious assault ships. Understanding this requirement, and in light of fiscal constraints with which the Navy is faced, the Department of the Navy will sustain a minimum of 33 total amphibious ships in the assault echelon. The number of amphibious warships will remain below 33 through FY24. To ensure optimal employment for the CCDRs, the MEB will be organized as a scalable composited force centered on a Joint Task Force (JTF)-capable command element with task-organized air-ground forces from forward-deployed and/or rapidly deployable forces (references (b) (d)). We will, however, continue to support Marine Expeditionary Unit (MEU)/Amphibious Ready Group (ARG) requirements. We must explore options for employing Marines on more diverse arrays of Navy combat ships and alternate maritime platforms to find innovative naval solutions for CCDR requirements (references (b) and (e)). We must also develop and refine the complementary capabilities of amphibious platforms as well as maritime prepositioning forces

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(MPF) and ashore prepositioning such as the Marine Corps Prepositioning Program Norway (MCPN) (Appendix 6 to Annex C). This requires a dedicated effort throughout the Marine Corps to advance amphibious and expeditionary force deployment, sustainment distribution methods, and employment concepts through adaptive and innovative planning and execution. We will make the best use of high demand low density units and resources, but also demonstrate the requirement for continued investment. We must articulate to the Nation, what we, in concert with the U.S. Navy, provide that no other combination of national capabilities can provide.

c. Commandant of the Marine Corps' Priorities. To focus our efforts within this campaign plan, we will use the priorities established in the Commandant's Planning Guidance (reference (c)). These priorities will adjust over time as we progress through this campaign.

(1) We will continue to provide the best trained and equipped Marine units to Afghanistan and to all theaters engaged in combat operations. This remains our top priority as long as Marines are deployed globally and to Afghanistan!

(2) We will posture the Marine Corps for crisis response, re-balance the Corps toward the future, and aggressively experiment with, and implement new capabilities and organizations.

(3) We will better educate and train our Marines to succeed in distributed operations and increasingly complex environments.

(4) We will keep faith with our Marines, our Sailors, and our families.

d. Commandant of the Marine Corps Service Objectives. On October 10, 2013, the CMC approved six service objectives (reference (h)) designed to support the accomplishment and sustainment of the Corps as America's Naval Expeditionary Force for an unstable and unpredictable world. "Focus on Values" and "Defining and Enforcing Standards" ensure the Marine Corps continues to make Marines consistent with our Nation's values and demands. "Maintaining Readiness," "Continuing to Innovate," and "Preserving Approved Structure and End Strength" will ensure a Marine Corps that will win battles well into the 21st Century. "Emphasizing Naval Integration" generates the institutional experience and intellect for a renewed focus on developing greater capabilities and capacities for forward presence, crisis response, and power projection paired with the world's premiere Naval fighting organization: the U.S. Navy. These Service Objectives are expounded upon to a greater degree in the references (reference (h)). The CMC Service Objectives are not intended to be organized in hierarchical order.

- Focus on Values
- Define and Enforce Standards
- Maintain Readiness

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- Continue to Innovate and Adapt the Marine Corps
- Preserve Approved Structure and End Strength
- Emphasize Naval Integration

e. Guide to the Commandant's Priorities and Service Objectives. The following chart depicts the alignment of the Commandant's Priorities with the new Service Objectives. It is intended as a simple guide to the manner in which the Service Objectives (reference (g)) and the Commandant's Priorities complement one another. A solid line denotes a strong connection between a Service Objective and a CMC Priority, and a dashed line denotes a less direct connection.

Commandant's Priorities	Service Objectives						
		Focus on Values	Define and Enforce Standards	Maintain Readiness	Innovate and Adapt the Corps	Preserve Approved Structure and End Strength	Naval Integration
	Afghanistan	●	●	●	●	●	
	Rebalance and Posture	●	●	●	●	●	●
	Better Train for Distributed Operations	●	●	●	●	●	●
	Keep Faith with Marines and Sailors	●	●	●		●	

f. Assumptions

(1) Marine Corps needs for amphibious ships to conduct training will continue to compete with CCDRs' amphibious shipping requirements for theater security cooperation activities and crisis response.

(2) The Marine Corps will maintain a maritime prepositioning capability commensurate with CCDR requirements and fiscal constraints with the goal of prepositioning no less than 80% of two MEBs and maintaining a seabasing enabling capability.

2. Mission. From fiscal year 2014 through fiscal year 2022, Deputy Commandants (DC), Directors, and Commanders will take required actions to develop, organize, train, equip, and

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provide Marine forces to meet CCDR requirements, provide for the national defense, and posture the Marine Corps for the future security environment.

3. Execution

a. Commandant of the Marine Corps' Intent for the MCSCP

(1) **Purpose.** To meet CCDR requirements, provide for the national defense, and posture the Marine Corps to meet future security challenges. The MCSCP:

(a) Synthesizes DOD and DON guidance.

(b) Advances Service vision as articulated in Expeditionary Force 21.

(c) Influences the Program Objective Memorandum (POM) by providing a starting point for the development of the Marine Corps Force Development System (MCFDS).

(d) Directs short term actions (0-2 years out) and establishes mid-term goals (2-6 years out, as inputs to the MCFDS/MCEIP and POM), and long-term priorities categorized in Appendix 15 (this is an additional 9-years suitable for extended futures forecasting) which will inform planning, programming, budget and execution (PPBE) process activities within the 15-year planning horizon in the context of long-term priorities.

(e) Enables a thorough review of progress via the Marine Corps Strategic Health Assessment (MCSHA).

(2) **Method.** We will use the MCSCP to focus resources toward the Commandant's four Priorities to develop and maintain proficiency in the Expeditionary Force 21 attributes (reference (b)) during the coming years.

(3) **End State.** A Marine Corps that is proficient in the eight attributes of an expeditionary force, forward postured to support CCDRs' requirements and operations, and able to rapidly respond to crisis and surge for contingencies.

b. **Concept of Operations.** From signature to September 2016, the Marine Corps will focus efforts on supporting CPG priority #1 and, as conditions allow, priorities #2 and #3. Priorities #2 and #3 will remain our focus throughout the period of this document, but become more pertinent to the Marine Corps in the period from October 2016 to September 2022, after the return of our forces from Afghanistan, and to support the Service in meeting anticipated new challenges. **These include: distributed operations, regular and irregular warfare, regional instability, the growth of near-peer competitors, and an increasing demand for crisis response.**

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Throughout the course of this campaign plan, CPG priority #4—keeping faith with our Marines, Sailors, and their families—will remain a foundational priority. In years following 2022 into the extended futures of the MCSCP, the Marine Corps will continue to face measured cuts to the budget but will once again embed itself in the duties of providing the nation a premier global response force. The Force Development Guidance (appendix 15 to Annex C) captures the priorities the service will need to accomplish those duties.

(1) Goals and intermediate objectives April 2014 - September 2016

(a) Continue to provide the best trained and equipped Marine units for operations in Afghanistan.

- Goal: Total force rotations to meet Marine Corps OEF - Afghanistan (OEF-A) requirements maintained. (MARFORCOM) [Oct 2014]
 - Intermediate Objective: OEF-A deployed forces at \geq A-2 readiness.(MARCENT) [Oct 2014]
- Goal: Force management efforts support USMC OEF-A requirements. (MARFORCOM/MARFORPAC/M&RA) [Oct 2014]
 - Intermediate Objective: USMC forces sustained in OEF-A until end of mission. (MARFORCOM) [Oct 2014]
 - Intermediate Objective: Responsible redeployment conducted for OEF-A. (MARFORCOM) [Oct 2014]
- Goal: Service-level pre-deployment training programs in support of OEF-A (Pre-deployment Training Program (PTP) and Enhanced Integrated Training Exercises (E-ITX)) maintained until final unit deploys. (MCCDC) [Dec 2014]
 - Intermediate Objective: All battalions and squadrons deploying in support of (ISO) OEF-A conduct Service-level, integrated, live-fire combined arms training (E-ITX) prior to deployment. (CD&I) [Sep 2014]

(b) We will posture the Marine Corps for crisis response, re-balance the Corps toward the future, and aggressively experiment with, and implement new capabilities and organizations.

- Goal: The Marine Corps Reserve (USMCR) is used as a general purpose force, continuing to support Global Force Management (GFM) operational

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requirements consistent with available authorities and resources.
(PP&O/M&RA/MARFORCOM/MARFORRES) [Oct 2014]

- Intermediate Objective: Statutory authorities, GFM policies, and resourcing strategies that facilitate access and employment of the USMCR as a general purpose force are identified, implemented maintained, and utilized.
(M&RA/PP&O/MARFORCOM/MARFORRES) [Oct 2014]
- Intermediate Objective: Service baseline budget resources necessary to support employment of the USMCR as a general purpose force across the FYDP are identified and submitted.
(M&RA/PP&O/MARFORCOM/MARFORRES) [Oct 2014]
- Intermediate Objective: Direct Total Force Integration in Service/Joint exercises via Capstone Policy document. Assign a standard to the C2 METT for MEF and MSC CEs to integrate reserve component (RC) forces. (PP&O) [Oct 2014]
- Intermediate Objective: Request RC participation in Joint/Combined exercises to support OPLAN/CONPLAN preparedness and Theater Security Cooperation (TSC) requirements. Integrate RC forces into MEF exercises. (Operating Forces) [Oct 2014]
- Intermediate Objective: Review OPLAN/CONPLAN to incorporate Total Force solutions. Request RC participation in Joint/Combined exercises. (MARFORs) [Oct 2014]
- Intermediate Objective: Identify opportunities for RC employment ISO operational requirements. Identify RC participation in Global Sourcing Solutions. (MARFORCOM) [Oct 2014]
- Intermediate Objective: Participate in the GFM process. Provide ready forces in support of CCDR requirements and for participation in Joint, Service, and MEF exercises. (MARFORRES) [Oct 2014]
- Goal: Optimize Total Force Integration effects through service-directed tasks. Reference Appendix 18 to Annex C, Guidance for Integration of the Total Force. (MARFORRES/MARFORCOM) [Oct 2014]
- Goal: The programmed force for the Marine Corps is recommended by DC for Programs and Resources (P&R), within fiscal planning constraints, and

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approved by the MROC. DC for Plans, Policies, and Operations (PP&O) will set the operational constraints based on the Global Force Management Implementation Guidance (GFMIG) and GFM procedures which prescribe the USMC operational commitments to the Combatant Commanders. (PP&O/CD&I) [Sep 2016]

- Goal: Begin execution of the Defense Policy Review Initiative to relocate Marine forces from Okinawa to Guam. (PP&O/I&L/MARFORPAC/MARFORCOM) [Sep 2016]
- Goal: Execute Strategic Alliance 2015 to support US Forces Korea and Republic of Korea transitioning defense requirements. (PP&O/MCCDC/MARFORPAC) [Sep 2016]
- Goal: Sustain and advance the phased plan for a rotational operational Marine Corps presence in Northern Territory, Australia, per President of the United States (POTUS) and Prime Minister Australia announcement of 17 November 2011. (PP&O/I&L/MARFORPAC/MARFORCOM) [Oct 2014]
- Goal: Conduct annual Ground Logistics MOS review throughout the MAGTF to evaluate operations support capability of the Command Element (CE), Ground Combat Element (GCE), Aviation Combat Element (ACE), and Logistics Combat Element (LCE) within the authorized structure. (I&L/CD&I/PP&O/AVN/M&RA) [Oct 2014]
- Goal: Deliver a capability-based program and annual budget that meets DOD and DON guidance while positioning the Marine Corps to remain the Nation's ready crisis response force as described in the strategic references. (P&R) [Oct 2014]
 - Intermediate Objective: Mitigate shortfalls resulting from reductions in Total Obligation Authority while moving the Marine Corps towards balance across the Five Pillars of Institutional Readiness. (P&R) [Sep 2016]
 - Intermediate Objective: Conduct strategic investment analyses to estimate potential liabilities beyond the FYDP and evaluate resourcing profiles which seek to maintain a balance of modern capabilities, desired capacity, and acceptable readiness. (P&R) [Oct 2014 and annually thereafter]

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- Goal: Right-size capability by consolidating the Marine Corps' two separate ground maintenance depots into a single Marine Depot Maintenance Command (MDMC) with two operating plant locations. (MARCORLOGCOM) [Oct 2014]
 - Intermediate Objective: Complete development of standardized policies, processes, and procedures between industrial plants to improve effectiveness. (MARCORLOGCOM) [Oct 2014]
 - Intermediate Objective: Achieve full operational capability (FOC). (MARCORLOGCOM) [Oct 2014]
- Goal: Execute communication synchronization to support Service objectives. (PA) [Oct 2014]
- Goal: Develop MCEIP to synchronize, integrate, and coordinate efforts related to capability investments to meet Marine Corps needs. (CD&I) [Oct 2014]
- Goal: Sustain designated Global Response Forces (GRF) at \geq A-2 readiness. (MARFORCOM/MARFORPAC) [Oct 2014]
- Goal: Execute the Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE) Plan in order to provide vision and strategy to assist commanders in the formulation and development of their intelligence concept. (DIRINT) [Oct 2014]
- Goal: Force management seeks the goal of aggregate unit/personnel deployment-to-dwell of 1:2 minimum (Active Component (AC)) and mobilization-to-dwell of 1:5 minimum (Reserve Component (RC)). (MARFORCOM/MARFORPAC/M&RA/MARFORRES) [Oct 2014]
- Goal: Continue service-level pre-deployment training programs for III MEF and ensure reconstitution plans are implemented. (PP&O/DCA/MCCDC/MARFORPAC/MARFORCOM) [Oct 2014]
- Goal: Continue reconstitution of III MEF. (PP&O/MARFORCOM/MARFORPAC) [Oct 2014]
 - Intermediate Objective: Continue service-level programs ISO pre-deployment training to UDP units. (MCCDC/MARFORPAC) [Oct 2014]

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- Goal: USMC global posture determined. (PP&O) [June 2014]
 - Intermediate Objective: Sustain an aggregate 3.0 MEU presence. (PP&O) [Oct 2014]
- Goal: Publish the Marine Corps Installations Strategic Campaign Plan (MCISCP). (MCICOM) [Jun 2014]
- Goal: Redefine plans, posture, and operations for MCPP-N. (PP&O/I&L) [Oct 2014]
- Goal: Begin total force shaping based on the FORG, 2013 Executive Off-Site Decisions, and OSD Strategic Management Capabilities Review 16. (CD&I) [Oct 2015]
 - Intermediate Objective: CE, GCE, ACE, LCE roadmaps/plans are updated and published. (CD&I/PP&O/AVN/I&L) [Oct 2014]
 - Intermediate Objective: Publish plans for Joint Terminal Attack Controller (JTAC) and Joint Forward Observer (JFO) battalion and regimental sourcing and Marine Corps-wide lay-down. (PP&O/AVN) [Oct 2014]
 - Intermediate Objective: Align the Marine Corps Aviation Plan with existing Defense Policy Review Initiative (DPRI) requirements. (AVN) [Oct 2014]
- Goal: Transition from OEF continues and forward presence shifts ISO validated CCDR engagement and crisis response requirements. (PP&O/MARFORCOM/MARFORPAC/DC I&L) [Oct 2014]
 - Intermediate Objective: Retrograde, Redeployment, Reset, and Reconstitution plan (R4) developed to coordinate efficient re-posturing of the force for the future security environment. (DC I&L) [Oct 2014]
 - Intermediate Objective: Complete OEF ground equipment reset by close of fiscal year 2016. (MARCORLOGCOM) [Sep 2016]
- Goal: Where they exist, partnerships are strengthened (allies and partners). Where supportive partnerships do not exist, create and nurture relationships to set conditions for global operations.

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(PP&O/MARFORPAC/MARCENT/MARFOREUR/MARFORNORTH/MARFORSOUTH/MARFORAF) [Sep 2016]

- Goal: Increase security cooperation (SC) capabilities within existing total force structure and funding parameters. (PP&O/CD&I/P&R) [Oct 2014]
 - Intermediate Objective: Publish MCIP 3-33.03. (CD&I) [Oct 2014]
 - Intermediate Objective: Coordinate the transition to Global Theater Security Cooperation Management Information System. (PP&O) [Oct 2014]
 - Intermediate Objective: Develop, refine, and implement training and education programs to ensure that SC planners and operators possess the requisite understanding of maritime SC and skills to conduct maritime SC mission planning and execution. (MCCDC) [Oct 2014]
 - Intermediate Objective: Institutionalize and maintain the capability to train teams for Train-Advise-Assist missions. (MARFORCOM) [Oct 2014]
 - Intermediate Objective: USMC Staff Talks with designated foreign partner nations are conducted to maintain service to service relationships with key allies, while building capacity, enhancing interoperability, and leveraging the capabilities, resources, and regional expertise of our allies/partners. (PP&O) [Oct 2014]
 - Intermediate Objective: USMC Staff Talks with all Services and USSOCOM are conducted to improve interoperability within the joint force. (PP&O/AVN) [Oct 2014]
 - Intermediate Objective: Develop a method for tracking costs associated with SC. (P&R) [Oct 2015]
 - Intermediate Objective: Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE) executes intelligence engagements in accordance with the FY14 Campaign Support Plan Annex E – Intelligence Security Cooperation. (DIRINT) [Sep 2014]
- Goal: Continue the development of USMC MEB-level capabilities to provide strategic depth for crisis response.(PP&O/CD&I/MARFORCOM/MARFORPAC/MARCENT) [Oct 2014]

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- Goal: Conduct problem framing to identify and further define capabilities required under Marine Corps regional orientation. (I MEF/II MEF/III MEF/MARFORPAC/ MARFORCOM/ MARFOREUR/MARFORAF/MARFORSOUTH/MARFORNORTH) [Oct 2014]
- Goal: Improve Cyber Proficiency across the Marine Corps through cyberspace training, cybersecurity training, cyberspace workforce readiness, and revised policy. (C4) [Oct 2014]
- Goal: MARSOC provides persistent presence with forward deployed special operations forces ISO validated CCDR requirements in accordance with USSOCOM approved prioritization. (MARSOC) [Oct 2014].
 - Intermediate Objective: MARFORs integrate or synchronize with respective regional SOCs. (MARFORs/MARSOC) [Oct 2014]
- Goal: Provide forward deployed forces in support of validated CCDR requirements in accordance with CMC prioritization for manning, training and equipping. (MARFORCOM/MARFORPAC/MARFORAF/MARFOREUR/ MARFORSOUTH/MARCENT/MARFORNORTH) [Oct 2014]
 - Intermediate Objective: Identify forward presence requirements and achieve, within operational and resource constraints, support to validated CCDR engagement and crisis response requirements. (MARFORCOM/MARFORPAC) [Oct 2014]
- Goal: Better prepare and sufficiently train Marine Corps and Navy team to integrate together for future amphibious operations and beyond. (PP&O/MCCDC) [Oct 2014]
 - Intermediate Objective: Implement Navy-Marine Corps integration recommendations. Continue and improve training, deployments, and enhancement of Navy-Marine Corps joint concepts. (PP&O/MCCDC) [Sep 2014]
 - Intermediate Objective: Regional MARFORs conduct synchronization meetings with respective Navy components (PP&O) [Sep 2014].

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- **Goal:** Conduct an assessment of MARFOR resourcing to ensure regional MARFOR staffs have the requisite capabilities. (PP&O) [Sep 2014]
- **Goal:** Strengthen integration with selected interagency organizations in order to effectively plan and execute across the ROMO, both for current actions and to posture Marine Corps forces to remain the Nation's premier expeditionary force in readiness. This should be accomplished through tasks in Annex V of this Campaign Plan. (PP&O) [Jun 2015]
- **Goal:** Continue MEB-level training events to develop and/or sustain MEF-level capabilities and proficiency. (PP&O/MCCDC/MARFORCOM/MARFORPAC/MARCENT/I&L) [Oct 2014]
 - **Intermediate Objective:** Within operational and resource constraints, at least two MEFs conduct a MEB-level exercise/operation to increase proficiency in amphibious operations. (MARFORCOM/MARFORPAC/MARFORRES) [Sep 2016]
 - **Intermediate Objective:** Within operational and resource constraints, at least two MEFs conduct a MEB-level exercise/operation to increase proficiency in MPF operations. (MARFORCOM/MARFORPAC/MARFORRES) [Sep 2014]
 - **Intermediate Objective:** Within operational and resource constraints, at least one MEF conducts a joint exercise/operation at the MEB-level to demonstrate the ability to lead a JTF. (MARFORCOM/MARFORPAC/CE MARCENT FWD) [Oct 2016]
 - **Intermediate Objective:** CE MARCENT FWD Tactical C2 HQ JTF certification validation completed. (MARCENT) [Jan 2014]
- **Goal:** Rebalance training to posture the Marine Corps for an uncertain future security environment by restoring the optimum balance between core skills and core plus skills (to include Irregular Warfare (IW)). (MCCDC) [Sep 2015]
 - **Intermediate Objective:** Publish a Marine Corps order for the MAGTF Training Program. (MCCDC) [Aug 2014]

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- Intermediate Objective: Plan and execute Large Scale Exercise (LSE) 2014, LSE 2015, and LSE 2016. (MCCDC) [Sep 2016]
- Goal: Maintain the capability to generate and provide a MEF to conduct operations across the ROMO. (MARFORCOM/MARFORPAC) [Oct 2014]
- Goal: Implement USMC global posture per SECDEF and CMC priorities. (PP&O) [Oct 2014]
 - Intermediate Objective: Designated Marine Air Ground Task Force (MAGTF) command elements achieve full operational capability. (CD&I/MARFORCOM/MARFORPAC/MARCENT) [Oct 2014]
- Goal: Develop and implement programs and policy to extend the operational reach of the MEB and increase training readiness of our forces. (E2O) [Sep 2016]
 - Intermediate Objective: Increase energy efficiency and performance of weapons systems, platforms, vehicles, and equipment. (E2O) [Sep 2015]
 - Intermediate Objective: Renewable energy sources increasingly support operational demand. (E2O/MCICOM) [Sep 2014]
 - Intermediate Objective: Implement policy and programs to monitor equipment and systems to enable tracking and management of energy and water demand and use. (E2O/MCICOM) [Jan 2015]
 - Intermediate Objective: Incorporate energy demand as an essential element in reshaping the current and future MEB/MAGTF. (E2O) [Sep 2016]
 - Intermediate Objective: MAGTFs integrate energy metrics in operational planning to increase operational readiness. (E2O) [Oct 2015]
- Goal: Develop and integrate plans to embed expeditionary energy into the USMC ethos. Incorporate energy considerations into doctrine, training, and education. (E2O) [Sep 2014]
- Goal: Reevaluate MEF/MEB/MEU fuel consumption rates to ensure Naval sufficiency to support Marine contingency operations ashore from the sea-base. (E2O) [Jan 2016]

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- Goal: Put new processes in place and complete all tasks of the Expeditionary Energy Strategy and Implementation Plan of Action and Milestones. (POA&M). (E2O/MCICOM) [Sep 2014]
- Goal: Further develop 21st century logistical capabilities. (DC I&L) [Sep 2016]
 - Intermediate Objective: Further develop operational-level enterprise supply, maintenance, distribution, and pre-positioning capabilities in support of MARFOR and MAGTF logistics to improve Marine Corps logistics agility. (MARCORLOGCOM) [Sep 2016]
- Goal: Develop and implement a comprehensive Enterprise Ground Equipment Management (EGEM) strategy that will establish prioritized goals and objectives, synchronize ground equipment management activities, and inform investment decisions across capability portfolios. (I&L) [Oct 2014]
 - Intermediate Objective: Develop an integrated plan to achieve a ground equipment inventory scaled and balanced to effectively support capabilities for the designated force, and an enterprise ground equipment management strategy that maximizes effective use of surplus inventory to offset sustainment costs and minimizes reconstitution time and future procurement costs in restoring the optimal force. (CD&I/I&L) [Oct 2014]
- Goal: Enable Marine Corps Command and Control (C2), where C2 is envisioned as leader-centric and network enabled, connecting all elements of the MAGTF with joint forces and mission partners to improve information sharing and collaboration. Leverage a distributed network to improve unity of effort and speed of command by connecting organizations that can synchronize and integrate their force elements at the lowest levels. (C4) [Oct 2014]
 - Intermediate Objective: Develop plans and policies to support expected increased demands for Marine Corps Enterprise Network (MCEN) application and new technology insertions. Furthermore, develop an application management plan from which to enforce MCEN information technology governance. (C4) [Apr 2014]
 - Intermediate Objective: Improve reachback support, interoperability, and transportability of MCEN resources between garrison and tactical domains to support the Marine Corps full range of military operations from initial entry teams to our forward deployed forces commander to

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conduct dispersed operations in a non-linear battlespace. (C4) [Sept 2015]

(c) We will align and refine our education and training efforts to enable our Marines and Sailors to succeed in distributed operations and increasingly complex environments.

- Goal: Revitalize and integrate logistics training, education, and doctrine. (DC I&L) [Sep 2016]
 - Intermediate Objective: Leverage the Marine Corps Logistics Operations Group (MCLOG) to ensure Marines are skilled in the art and science of planning and executing logistics operations. Simultaneously, educate the next generation of logisticians to operate in a complex joint environment, teaching them to think beyond the MAGTF, and understand how to utilize the entire logistics network. The MAGTF logistician of the future must be able to move from the tactical level to the operational level and support a broad range of requirements based on the organization/operating environment. (I&L) [Dec 2015]
 - Intermediate Objective: In coordination with DC, I&L and CG TECOM, leverage MCLOG to coordinate and facilitate the development and execution of expeditionary logistics training and education for MEU and non-MEU entities. (I&L) [Dec 2015]
- Goal: Institutionalize Defense Support to Civil Authorities (DSCA) training through Service professional military education (PME) under Training and Education Command (TECOM) and in conjunction with MARFORNORTH and MARFORPAC to complement training required IAW MCO 3440.7B (MCCDC) [Oct 2014]
- Goal: Better integration and employment of the MAGTF and Special Operations Forces (SOF) in support of CCDR requirements. (PP&O) [Oct 2014]
 - Intermediate Objective: Develop a more deliberate path for MAGTF-SOF operational integration through joint concept development, experimentation, and exercises with USSOCOM through MARSOC. (PP&O/CD&I) [Oct 2014]

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- Intermediate Objective: Develop USMC-USSOCOM-USN Multi-Service Concept to provide a framework for MAGTF-SOF integration. (PP&O/CD&I) [Oct 2014]
- Intermediate Objective: Develop, experiment with, and exercise tactics, techniques, and procedures for the incorporation of SOF preparation of the environment activities that support the introduction of expeditionary forces for crisis response and contingency operations. (MARFORCOM/MARFORPAC) [Oct 2014]
- Intermediate Objective: Leverage the Multi-Service Concept to ensure the aggregate utility of the MAGTF and forward deployed presence of SOF is synchronized to produce coordinated crises response; synchronized and complementary SC efforts; integrated information, intelligence, logistics support, and communication synchronization capabilities; **shared cultural awareness** and understanding; and coordinated support to CCDR requirements. (PP&O/MARFORCOM/MARFORPAC/I&L) [Oct 2014]
- Intermediate Objective: Develop USMC - USSOCOM - USN Multi-Service Concept to provide a framework for MAGTF - SOF integration. (PP&O/CD&I) [Oct 2014]
- Intermediate Objective: Direct development efforts toward MAGTF-SOF integration with respect to remote collaborative planning and synchronization of operations under the “supported-supporting” relationship construct. (CD&I) [Sep 2014]
- Intermediate Objective: Complete MARSOC Table of Organization (T/O) restructure within budgetary constraints. (MCCDC/M&RA) [Oct 2014]
- Goal: Execute and sustain emergent training and education capabilities that support the requirements for IW and complex operational environments. (CD&I) [Sep 2015]
 - Intermediate Objective: Review lesson plans at formal learning centers (FLCs) in order to ensure that entry level training (ELT) continues to instill core values and basic military occupational specialty (MOS) skills in Marines. (MCCDC) [Sep 2014]

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- Intermediate Objective: Integrate critical thinking skill development approaches into leadership, planning, and decision-making training and education in order to improve small unit leader performance. (MCCDC) [Sep 2015]
- Intermediate Objective: Identify, create and validate tools and techniques to assess intuitive decision-making, critical thinking, and technical and tactical performance in order to quantify the outcomes of current and future training and education initiatives. (MCCDC) [Sep 2015]
- Goal: Expand regional specialization through a fully developed and phased Regional, Culture, and Language Familiarization (RCLF) Program. (MCCDC) [Sep 2016]
- Goal: Develop and execute a service-level training program for conducting individual, component, and integrated MAGTF training as a foundation for post-OEF pre-deployment training. (MCCDC) [Sep 2015]
 - Intermediate Objective: Establish Battle Staff Training Program (BSTP) for all MAGTF elements (battalion/squadron through MEF level) with the goal of all headquarters conducting a BSTP every two years. (MCCDC) [Sep 2014]
 - Intermediate Objective: Establish integrated live-fire, combined arms training for battalion/squadron-size units with the goal of every battalion/squadron-size unit conducting Service-level training every two years. (MCCDC) [Oct 2014]
 - Intermediate Objective: Establish large scale exercise (LSE) (MEB or MEF) program with the goal of each MEF conducting an LSE every two years. (MCCDC) [Sep 2015]
 - Intermediate Objective: Establish integrated live-fire, combined arms training for regimental level headquarters with the goal of every combat arms regiment-size unit conducting service-level training every two years. (CD&I) [Sep 2014]
- Goal: Increase opportunity for Marines at all levels to participate in the appropriate level of Professional Military Education (PME). (CD&I) [Sep 2014]

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- Intermediate Objective: Increase throughput at Command and Staff College (CSC), Expeditionary Warfare School (EWS), and Naval Postgraduate School (NPS). (MCCDC) [Aug 2014]

(d) Throughout the FYDP we will steadfastly keep faith with our Marines, our Sailors, and our families.

- Goal: Sustain the quality recovery care coordination provided by the Wounded Warrior Regiment (WWR), allow for contraction if the environment dictates, and where appropriate, improve capabilities and practices that are required to provide top quality recovery care to our Nation's wounded, ill and injured (WII) Marines. (M&RA) [Oct 2015]
 - Intermediate Objective: Continue superior recovery care for WII Marines and their families in times of war and peace. (M&RA) [Oct 2015]
 - Intermediate Objective: Enable all Marine Corps Commanders to provide WII Marines recovery care support that is based on assessed needs by ensuring they have ready access to the information and resources they need to successfully support their recovering Marines. (M&RA) [Oct 2015]
 - Intermediate Objective: Enhance transition support by assisting WII Marines and families as they successfully enter the Veterans Affairs (VA) system and assisting them with securing rewarding and fulfilling careers in or out of the Service. (M&RA) [Oct 2015]
 - Intermediate Objective: Facilitate comprehensive health care access and treatment options for WII Marines with emphasis on psychological health, traumatic brain injuries, and emerging therapies. (M&RA) [Oct 2015]
 - Intermediate Objective: Strengthen outreach and education to Marine Corps Commanders, WII Marines and their families, and the general public. (M&RA) [Oct 2015]
- Goal: Provide comprehensive Marine and Family Programs that support the mission readiness requirements of the Corps, the unit, and individual health and wellness goals of all Marines, Sailors, and families. (M&RA) [Oct 2015]
 - Intermediate Objective: Provide behavioral health programs that act as an integrated service delivery model facilitating the collaborative efforts and

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resources of all behavioral health elements to ensure comprehensive care is available to Marines and families across the Corps and to prevent issues which detract from personal, unit, and/or mission readiness by increasing individuals' total fitness. (M&RA) [Oct 2014]

- Intermediate Objective: Build and fortify the trust between Marines, their leaders, and the American public to eradicate sexual assault from within our ranks and improve the Marine Corps' capability to prevent and treat incidents of sexual assault that detract from unit performance and mission readiness. (M&RA) [Jun 2015]
- Intermediate Objective: Provide personal and professional development programs that begins before recruits stand on the "yellow footprints" and continues throughout a Marine's career. Whether it is for 4 years or 40 years via a continuum of tangible learning or experienced based opportunities supporting performance or career goals of Marines and their families. (M&RA) [Jun 2015]
- Intermediate Objective: Ensure Family Readiness training, education, and services remain relevant aboard installations and unit settings while remaining capable of supporting the Marine Corps' expeditionary requirements. (M&RA) [Jun 2015]
- Intermediate Objective: Maintain family care programs that support the care and developmental continuum of Marine Corps children from birth to age 18 and attend to unique and typical family needs while addressing or mitigating the impacts of mission and other environmental factors that may challenge the resiliency, care, health, quick acclimation, education or safety of Marine Corps children. (M&RA) [Jun 2015]
- Goal: Provide non-appropriated fund (NAF) revenue generating business operations (e.g., Marine Corps Exchange/Retail, Clubs, Golf, Bowling, Restaurants/Snackbars, etc.) and common NAF back-office support functions (e.g., Human Resources, Finance/Accounting, Procurement, Construction, Information Technology) that fall under the purview of the Semper Fit and Exchange Services Division in an equitable, efficient and effective manner across the Marine Corps. (M&RA) [Sep 2016]
- Intermediate Objective: Develop and implement plans to both realize efficiencies and equitably sustain valued programs and services in a constrained resource environment by consolidating (i.e., enterprise, region, etc.) NAF revenue generating business operations and common NAF back-office support functions. (M&RA) [Sep 2016]

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- Intermediate Objective: Develop and implement an institutional and appropriately balanced NAF resource budgeting and allocation process that level-sets NAF across all installations in order to provide and sustain equitable services to Marine and families. (M&RA) [Sep 2016]
- Goal: Provide the appropriate mix of Semper Fit and Recreation programs to support the readiness, resiliency, and retention goals of the Marine Corps. (M&RA) [Oct 2015]
 - Intermediate Objective: Assess the social and physical needs of Marines and families to develop requirements for programs and services. (M&RA) [Oct 2014]
 - Intermediate Objective: Provide Semper Fit and recreation programs that contribute to strong Marines and families. (M&RA) [Oct 2014]
- Goal: Adequate barracks availability to support Marine Corps endstrength. (I&L) [Sep 2014]
- Goal: Complete the build-out of family housing units to meet DOD goals to eliminate all inadequate family housing. (I&L) [Sep 2014]
- Goal: Provide comprehensive religious ministry support for the free exercise of religion and the enhancement of mission readiness through strengthening resilience and supporting the moral, ethical and spiritual well-being of Marines, Sailors and their families. (Chaplain of the Marine Corps) [Oct 2014]
 - Intermediate Objective: Provide religious ministry programs and services in garrison and in expeditionary environments that effectively support total fitness, inspire hope, strengthen moral foundations, and improve quality of life standards for Marines, Sailors and their families. (Chaplain of the Marine Corps) [Oct 2014]
 - Intermediate Objective: Provide relevant advice on religious matters and health of force issues that affect mission readiness via evidence and metrics for the delivery of effective religious ministry. (Chaplain of the Marine Corps) [Oct 2014]

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(2) Goals and intermediate objectives October 2016 - September 2022

(a) In accordance with CPG priority #2 and as conditions allow, we shift efforts to focus on re-balancing the Corps, posturing it for the future, and aggressively experimenting with and implementing new capabilities and organizations.

- Goal: USMC portion of the Cyber National Mission Force achieves full operational capability (FOC) to support United States Cyber Command. (PP&O/MARFORCYBER) [Sep 2017]
- Goal: Conduct full spectrum cyberspace and electronic warfare (EW) operations and training. (PP&O/MARFORPAC/MARFORCOM) [Oct 2020]
 - Intermediate Objective: Fully integrate cyberspace and EW into training and education programs and curricula. (PP&O/MCCDC) [Oct 2016]
 - Intermediate Objective: Capability Assessment Review (CAR) approved cyber billet growth for MAGTF staffs is filled and trained. (PP&O/CD&I/M&RA) [Oct 2016]
 - Intermediate Objective: MAGTF EW Transition Plan for MAGTF staffs is filled and trained. (PP&O/CD&I/M&RA) [Oct 2020]
 - Intermediate Objective: Realistic cyberspace conditions, to include robust red team operations, are incorporated into major exercises to develop tactics, techniques, and procedures (TTPs) and capabilities to sustain essential operations in a degraded or denied environment. (PP&O/MARFORSTRAT/MCCDC) [Oct 2016]
- Goal: USMC fully integrates Special Technical Operations (STO) into operations and training. (PP&O/MARFORPAC/MARFORCOM/I&L) [Oct 2020]
 - Intermediate Objective: Identify unique USMC operational requirements for STO planners and develop training standards and courses to satisfy those requirements. (PP&O/MCCDC) [Oct 2016]
 - Intermediate Objective: Assess and address STO planning personnel, facilities, and equipment shortfalls at the MEFs and MARFORs. (PP&O/CD&I/MARFORPAC/MARFORCOM) [Oct 2016]

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- Intermediate Objective: MAGTF Staff Training Program (MSTP) and Special Operations Training Group (SOTG) incorporate STO planning into all phases of training and exercises. (PP&O/MCCDC) [Oct 2016]
- Intermediate Objective: MAGTFs fully equipped and capable of planning/executing STO (ashore and afloat). (PP&O/CD&I/MARFORPAC/MARFORCOM) [Oct 2018]
- Goal: MAGTFs fully integrate Information Operations (IO) into operations and training. (PP&O) [Oct 2016]
- Goal: MAGTFs fully integrate Space Force Enhancements into operations and training. (PP&O/MARFORSTRAT) [Oct 2016]
- Goal: Establish MEF Intelligence Centers (MICs) to serve as garrison intelligence nodes to provide analysis, production, and dissemination capability while allowing forward- deployed intelligence professionals to focus on current operations.
(DIRINT/CD&I/MARFORPAC/MARFORCOM) [Oct 2016]
- Goal: Ensure that Marine Corps warfighting and business mission areas and associated capabilities are well advocated for and properly aligned to federal CIO initiatives and policies, to include data strategy and enterprise architecture. (C4) [Oct 2016]
- Goal: Enhance the Marine Corps Enterprise Network (MCEN) through the distribution of enterprise services to Marine Corps regional and forward deployed forces increasing the organization's tactical agility, flexibility, and information sharing ability (C4) [Nov 2016]
- Goal: Energy intensity reduced. Reduce base and station energy consumption. (I&L) [Oct 2016]
- Goal: Increase USMC Communication Synchronization capability in support of Service and OPFOR missions/end-states. (PA) [Oct 2016]
- Goal: Implement civilian competency-based approach to total workforce management in order to shape the current and future civilian workforce to support Marine Corps missions and requirements. (M&RA) [Dec 2016]

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- Goal: Complete Marine Corps rotational operational presence (MAGTF of ~2500 personnel beyond 2017) in Northern Territory, Australia, per POTUS and PM Australia announcement, 17 November 2011. (PP&O/I&L/MARFORPAC/ MARFORCOM) [TBD]
- Goal: Enhance USMC MEF-level capabilities to provide strategic depth for crisis response and develop and maintain core competency proficiency. (PP&O/CD&I) [Oct 2020]
- Goal: Within operational and resource constraints, two MEFs conduct a MEF-level exercise/operation to increase proficiency in amphibious operations. (MARFORCOM/MARFORPAC) [Oct 2020]
- Goal: Within operational and resource constraints, two MEFs conduct a MEF-level exercise/operation to increase proficiency in MPF operations. (MARFORCOM/MARFORPAC) [Oct 2020]
- Goal: Within operational and resource constraints, two MEFs conduct a MEF-level exercise/operation to demonstrate the ability to lead a JTF. (MARFORCOM/MARFORPAC) [Oct 2020]
- Goal: Align equipment across the Marine Corps enterprise FY-17 force that incorporates emerging requirements, i.e., MRF-D, SPMAGTF. (PP&O/I&L) [Oct 2017]
- Goal: Maintain the capability to generate and provide a MEF to conduct operations across the range of military operations (MARFORCOM/MARFORPAC) [Oct 2020]
- Goal: Resource and deploy, on a rotational basis, SPMAGTFs for the purpose of conducting CR and TSC/Security Force Assistance (SFA) activities and Security Force Reinforcement Missions (SECFOR). (PP&O/MARFORCOM/MARFORPAC) [Oct 2017]
- Goal: Implement performance management across the Marine Corps to systematically track and assess the impact of resourcing decisions on this plan's strategic goals. (P&R) [Sep 2018]
 - Intermediate Objective: Conduct the MCSHA to assess progress with this plan, with emphasis on how the Marine Corps programmed, budgeted, and executed funds aimed at achieving this plan's strategic goals. (P&R) [Annual Requirement]

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- Intermediate Objective: Use the MCSHA construct to identify, quantify, and determine the impact of external (e.g., Navy, OSD, and United States Special Operations Command (USSOCOM)) resources with the most significant impact on the strategic goals in this plan. (P&R) [Sep 2017]
- Intermediate Objective: Enhance traceability of funds across financial databases (e.g., PBDD, PBIS, and SABRS) and create a historical repository of how the Marine Corps makes investments to achieve strategic goals. (P&R) [Sep 2018]
- Goal: Ensure the future viability of all Marine Corps installations as training and force projection platforms for the Operating Forces. (MCICOM/I&L) [Oct 2016]
 - Intermediate Objective: Configure and manage installation assets, including information technology assets, to align with and directly support the facilities, basing, and training requirements of the Operating Forces and other tenant organizations/commands. (MCICOM/I&L/C4) [Oct 2016]
 - Intermediate Objective: Coordinate with MARFORCOM, MARFORPAC, MCCDC, and TECOM on training support requirements and the planning and development of training facilities and ranges at installations. (MCICOM/I&L) [Oct 2016]

(b) In accordance with CPG priority #3 and as conditions allow, we will align our education and training efforts to enable our Marines and Sailors to succeed in distributed operations and increasingly complex environments.

- Goal: Increase opportunity for Marines at all levels to participate in the appropriate level of PME. (MCCDC) [Sep 2017]
 - Intermediate Objective: Increase MCCSC throughput by 20%. (MCCDC) [Oct 2016]
 - Intermediate Objective: Provide an opportunity for all sergeants to attend the resident Sergeants Course and establish the command-sponsored Lance Corporal Seminar. (MCCDC) [Oct 2016]
 - Intermediate Objective: Increase CSC student throughput by 50 through the Blended Seminar Program (BSP). (MCCDC) [Oct 2016]
 - Intermediate Objective: Increase EWS student throughput by 160 through BSP. (MCCDC) [Sep 2017]

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- Intermediate Objective: Continue the commitment to enhance Marine Corps University's status as a “World Class Institution” through high quality faculty, programmed infrastructure improvements, and MILCON programs (P-632 and P-541) additions to the MCU campus. (MCCDC) [Oct 2016]
- Intermediate Objective: Continue to develop programs and alternatives for the leadership development of Marine Corps civilians (MCCDC) [Oct 2016].
- Goal: Designated SPMAGTF Crisis Response (SPMAGTF CR) command elements and SPMAGTF CR MSE's achieve tactical digital C2 capability to the Platoon-level. (PP&O/CD&I/C4/MARFORCOM/MARFORPAC) [Oct 2016]
- Goal: Conduct Limited Objective Experiments (LOE) to expand and refine USMC/SOF capabilities integration for crisis response and contingency operations involving naval expeditionary forces. (PP&O) [Oct 2016]
- Goal: Develop cyber range requirements in support of training and test for cyber mission force. (PP&O/MARFORCYBER) [Oct 2016]
- Goal: Conduct LOEs to expand and refine MAGTF Digitally Interoperable capabilities integration in operations across the ROMO (including crisis and contingency response operations involving naval expeditionary forces. (PP&O/AVN/I&L) [Oct 2016]
- Goal: Modernize training ranges, simulation systems, and training and education capabilities to provide challenging, immersive training environments and to enhance the educational experiences of Marines. (MCCDC) [Oct 2016]
 - Intermediate Objective: Improve and sustain simulations, simulators, and instrumented systems to enable more effective and efficient individual and collective training and education. (MCCDC) [Oct 2016]
 - Intermediate Objective: Develop and execute a range modernization strategy and sustain current range capabilities. (MCCDC) [Oct 2016]

(c) In accordance with CPG priority #4, we will keep faith with our Marines, our Sailors, and our families. This remains a constant!

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- Goal: Adequate barracks are efficiently managed to support Marine Corps end-strength. (I&L) [Oct 2016]
- Goal: Leverage advanced technologies in the development of both resident and non-resident PME. (MCCDC) [Oct 2016]
 - Intermediate Objective: Increase tele-presence capability, expand education (.edu) network, and incorporate cloud-based services to enhance classroom flexibility, improve academic support, and assist curriculum refinement for both resident and non-resident PME. (MCCDC) [Oct 2016]
- Goal: Leverage existing assets across the Marine Corps to provide a seamless Total Force health and community support system where care providers build comprehensive community capacity. (M&RA) [Oct 2016]
- Goal: Quality of Life (QOL) programs continue to improve in order to enhance operational and family readiness and resiliency. (M&RA) [Oct 2016]

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c. Coordinating Instructions

(1) All DCs, Directors, and Commanders

(a) Develop plans and/or advocate roadmaps to meet and assess progress in reaching goals and intermediate objectives. Plans and/or advocate roadmaps must reflect funded programs as a baseline and include priorities for unfunded programs. Complete plans and/or advocate roadmaps on an annual basis due by 30 September.

(b) Participate in the MCFDS (reference (l)) to develop materiel and non-materiel solutions to identified capability gaps. Use the guidance contained in Appendices 15 and 17 to Annex C will be used for POM-16 and beyond.

(c) Support DC P&R throughout the PPBE cycle and the annual MCSHA.

(d) Extend operational reach of the MEB and increase training readiness of our forces by complying with Marine Corps Expeditionary Energy Policy in accordance with the Expeditionary Energy Strategy and Implementation Plan (reference (m)) which sets specific goals to increase combat effectiveness by 2025. Additionally, acquisition programs will comply with CMC guidance regarding energy performance attributes published in Marine Corps Order (MCO) 3900.19, Applying Energy Performance Metrics and Measures in Requirements Development and Decision Making. Coordinate with the Director, Expeditionary Energy Office (Dir E2O), on future force planning and any initiative under consideration which ultimately impacts the liquid fuel and battery consumption requirements of the Marine Corps.

(e) Commanders at all levels will re-invigorate a sense of responsibility for limited resources in subordinate commanders and Marines. To support this end, innovative and efficient approaches to training will be employed that make optimal use of these resources while still achieving training objectives. In a time of fiscal constraint, Marines at all levels will remain mindful of their duty and responsibility to carefully husband the precious resources with which they have been entrusted.

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

(a) Taking care of Marines and families remains one of our Corps' top priorities. The Marine Corps Vision and Strategy 2025 established the future direction of the Corps and reaffirmed our long standing commitment of improving QOL for Marines and their families. This commitment is a focus of effort and is the responsibility of leaders at all levels. The Marine Corps Community Services Vision and Strategy 2025 (Appendix 1, Annex E) gives greater emphasis on QOL as a priority for the Corps.

(b) QOL is critical to the resiliency and readiness of Marines and families. Commanders realize its importance as a readiness management tool that enhances personal and

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family readiness. All aspects of QOL, to include single Marines, extended families, WII support, and deployed forces will continue to contribute to the broader Marine Corps human capital strategies used for recruitment, retention, and readiness.

(3) Prioritization of Marine Force Deployments will be in accordance with reference (n). DC PP&O, as the Service force manager for the Marine Corps, directs deployment priorities in accordance with requirements outlined in the GEF (reference (o)) and the Joint Strategic Capabilities Plan (JSCP) (reference (p)).

(4) Campaign Support Plan

(a) DC PP&O is the Office of Primary Responsibility (OPR) for the Marine Corps Campaign Support Plan (CSP), Appendix 9, Annex C.

(b) Through the CSP, the Marine Corps will synchronize Service-level security cooperation activities in support of strategic end states contained in reference (o). The plan articulates Marine Corps support to CCDRs through Marine Corps component commands and describes institutional Service support for planning, executing, and assessing security cooperation activities. **These security cooperation activities contribute to achieving theater and global end states consistent with Service Title 10 responsibilities, intermediate military objectives identified in CCDR theater campaign plans, and supporting objectives identified in regional MARFOR component support plans.** The CSP directs actions for organizing, integrating, synchronizing, and executing Service-level shaping activities. It identifies Marine Corps capabilities and activities used to meet CCDR and MARFOR requirements.

(c) The CSP will include a CMC “Partnership Focus List” to identify nations with which the U.S. Marine Corps seeks to maintain or develop relationships for the purpose of fulfilling its Title 10 responsibilities.

(5) Training Requirements. MARFORPAC and MARFORCOM, supported by MARFORRES, will perform the following tasks to facilitate Marine Corps training requirements and meet CCDR requirements.

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

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

(c) In coordination with other regional MARFORs and TECOM, coordinate/source forces to participate in MEB-size large scale exercises (LSEs).

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(d) In coordination with other regional MARFORs, ensure joint exercises are planned which will ensure MEF CE's achieve the designated qualification levels established by the CCDR to be a JTF-capable headquarters.

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

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

(g) Schedule/coordinate MEF/MEB/MEU participation in Type Commander Amphibious Training (TCAT) and MEB Exercises (MEBEXs).

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

(i) Schedule/coordinate MEF/MEB participation in MEB forcible entry/amphibious operations exercises and MPF exercises.

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

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

(l) Incorporate realistic cyberspace conditions, to include robust red team operations, into major exercises in order to develop TTPs and capabilities to sustain essential operations in a degraded or denied environment.

(m) Incorporate realistic space conditions into major exercises in order to develop TTPs and capabilities to sustain essential operations in a degraded or denied environment.

(n) In coordination with other regional MARFORs, incorporate operational-level logistics scenarios into major exercises to develop capabilities to better exploit other service, joint, theater, industrial base, and host nation capabilities to sustain deployed MARFOR and MAGTF operations in distributed and complex environments.

(6) **MCSCP Assessments.** In conjunction with Expeditionary Force 21, commanders' input and per MROC guidance, DC P&R will produce an annual MCSHA that examines the degree to which the guidance set forth in the MCSCP is being achieved. The focus of the MCSHA is the MCSCP's goals and intermediate objectives, with emphasis on how resources were allocated and expended. Results of the MCSHA will inform future senior leader decisions and support development of new guidance to be included in the MCSCP. In order to identify

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progress in meeting goals and inform future resource allocation, MCSHA development requires active participation from across the institution as outlined in the Performance Management Planning Order (reference (w)).

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 (MCCLL).

b. Logistics. See Annex D.

5. Command and Signal

a. Command

(1) The MCSCP will inform the development of the POM and establish goals and priorities to guide the continuous development of, DC CD&I's MCEIP (reference (r)). The MCEIP, in conjunction with other foundational documents (references (d), (e), (j) and (t)), will inform and guide POM development.

(2) Executive Off-Site (EOS). The EOS is the senior Marine Corps general officer forum where operational and emergent issues are addressed and consensus is forged for issues that affect the Marine Corps as an institution. The EOS will address institutional issues that require incorporation into the MCSCP. CMC will approve which EOS recommendations will be included in subsequent MCSCP editions.

b. Signal

(1) DC PP&O will promulgate all changes to the MCSCP via Marine Corps Enterprise Information Technology Services (MCEITS).

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

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ANNEXES

Annex B: Intelligence:

Appendix 1 to Annex B: DIRINT:

Marine Corps Intelligence,
Surveillance, and Reconnaissance
Enterprise (MCISRE) Plan (Oct
2014)

Annex C: Operations:

Omitted

Appendix 1 to Annex C: DC PP&O:

Marine Corps Force Synchronization
and Generation Process (classified)
MAGTF Command Element

Appendix 2 to Annex C: DC CD&I:

Roadmap

Appendix 4 to Annex C:

Omitted

Appendix 5 to Annex C:

Omitted

Appendix 6 to Annex C: DC PP&O:

Expeditionary Policies Roadmap

Appendix 7 to Annex C: DC I&L:

Engineer and EOD Roadmap

Appendix 8 to Annex C: DC PP&O:

Ground Combat Element Roadmap

Appendix 9 to Annex C: DC PP&O:

Campaign Support Plan (classified)

Appendix 10 to Annex C: DC PP&O

Mission Assurance Roadmap

Appendix 11 to Annex C: DC CD&I:

**Marine Corps Language, Regional,
and Cultural Strategy 2011-2015**

Appendix 12 to Annex C: DC PP&O:

Marine Corps Law Enforcement
Roadmap

Appendix 13 to Annex C: Dir E2O:

Marine Corps Expeditionary Energy
Strategy and Implementation
Planning Guidance

Appendix 14 to Annex C: DC PP&O:

Command Level Tasks

Appendix 15 to Annex C: DC PP&O:

Force Development Guidance for
Program Objective Memorandum
2016 (POM-16) and Beyond

Appendix 16 to Annex C: DC PP&O:

Linking Guidance

Appendix 17 to Annex C: DC PP&O:

Marine Corps Identity Operations
Strategy 2020

Appendix 18 to Annex C: DC PP&O:

CMC's Guidance for Integration of
the Total Force

Annex D: Logistics: DC I&L:

**Marine Corps Installations and
Logistics Roadmap 2013**

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Appendix 1 to Annex D: DC I&L:	MARCORLOGCOM Alignment and Integration Strategic Plan
Appendix 2 to Annex D: DC I&L:	Global Combat Support System–Marine Corps
Appendix 3 to Annex D: DC I&L:	Naval Logistics Integration Plan
Appendix 4 to Annex D: DC I&L:	Installations Strategic Campaign Plan
Appendix 5 to Annex D: DC I&L:	Logistics Information Tech. Roadmap
Appendix 6 to Annex D: DC I&L:	PM Ammunition FY08-13 Strategic Plan
Appendix 7 to Annex D: DC I&L:	Marine Corps Systems Command Strategic Plan
Appendix 8 to Annex D: DC I&L:	Operation Enduring Freedom Ground Equipment Reset Strategy
Annex E: Personnel:	Omitted
Appendix 1 to Annex E: DC M&RA:	USMC Civilian Workforce Strategic Plan
Appendix 2 to Annex E: DC M&RA:	Marine Corps Community Services Vision and Strategy 2025 Roadmap
Annex F: Public Affairs: Dir PA, Office of U.S. Marine Corps Communications	Omitted
Annex G: DC PP&O Civil Affairs: Plans, Policies and Operations	Civil Affairs and Civil-Military Operations
Annex K: Communications:	Omitted
Appendix 1 to Annex K: Dir C4:	Marine Corps Information Enterprise Strategy
Appendix 2 to Annex K: Dir C4:	Marine Corps Private Cloud Computing Environment Strategy
Appendix 3 to Annex K: Dir C4:	Marine Corps Commercial Mobile Device Strategy
Annex L: Legislative Affairs	Office of Legislative Affairs 2014 Legislative Plan (LIMDIS)
Annex W: Aviation:	FY14 Marine Aviation Plan
Annex Y: Communication Synchronization: Dir PA, Office of U.S. Marine Corps Communication	Omitted

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APPENDIX 15 TO ANNEX C

21 May 14

From: Commandant of the Marine Corps
**Subj: FORCE DEVELOPMENT GUIDANCE FOR PROGRAM OBJECTIVE
MEMORANDUM 2016 (POM-16) AND BEYOND**

1. Purpose. This guidance defines the ways in which the Marine Corps will accept risk, eliminate inefficiencies, and prioritize initiatives and programs in pursuit of the future objective Marine Corps via the Marine Corps Force Development System (MCFDS)¹; the Planning, Programming, Budgeting and Execution (PPBE) process; and the resulting Program Objective Memorandum for 2016 (POM-16) and POM years beyond 2016. This planning guidance will allow force developers to prioritize programs and initiatives and develop programming guidance that will facilitate POM-16 and beyond.

2. Background. After a decade of enhanced budgets due to combat operations, the Department of Defense now faces fiscal challenges which will require the Marine Corps force development planning to make difficult choices within new fiscal guidance. Continuing uncertainty regarding resource levels will require intelligent prioritization and force structure plans to ensure additional scrutiny and appropriate adjustments to the force. In a perfect world, available resources would match the demands on the Marine Corps, programming guidance would flow easily from articulated strategies, and budget cuts could be met by simply reducing inefficiencies. However, demands will continue to outpace resources, eliminating inefficiencies will not yield sufficient savings, and the Marine Corps must ultimately accept risk relative to legitimate demands on our force. The effect of our nation's fiscal challenges and resulting impacts on Marine Corps force development planning efforts cannot be overstated. Unfortunately, the speed with which our fiscal realities change can quickly outpace force development processes that take more than three years from initial wargaming to budget execution. Furthermore, constantly increasing budgets of the last decade have left force planners unfamiliar with the means or methods of managing a sharply declining budget. This document will help guide the way through the declining budgets ahead.

3. Five Guiding Principles. The following guiding principles address how the Marine Corps will approach force development for POM-16 and MCEIP-17 and beyond.

a. Training and education are the bedrock on which a flexible and adaptable force grows. While faced with the responsibility to train, man and equip the force in a fiscally challenged environment, we are obligated to ensure the priority of training and educating our Marines does not suffer. We must continue to better educate and train Marines of all ranks to succeed in distributed operations and increasingly complex environments. This guidance directs

¹ MCFDS will replace Expeditionary Force Development System per MROC DM 12-2012. Replacement of MCFDS Marine Corps is expected October 2014.

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that a high prioritization be placed upon the training and education of not only our deploying forces, to include any associated special skills training, but also the professional development and military education of all our Marines.

b. We must use a common 15-year planning horizon. This guidance directs that all elements of Headquarters Marine Corps validate force development plans against a transparently defined future objective Marine Corps on a 15-year planning horizon. For planning purposes this horizon is begun by the Quadrennial Defense Review (2014) and projected forward to 2030. Short-, mid-, and long-term goals are provided in the base text of the MCSCP in CMC's intent. POM development will consist of an extended view spanning two FYDPs. This "POM + 5" analysis will be developed in order to compel an understanding of the strategic consequences of both short-term budgetary decisions and long-term investments, and enable force developers to guide investment of Marine Corps financial resources across a 10-year timeframe that is consistent with fiscal realities. Additionally this document is suitable for extended futures planning up to 15-years providing prioritization for projects that may need planning or investment now, but are expected to extend out to the 15-year horizon.

c. Finding savings means accepting risk. For force developers, risk reflects the probability and consequence that result from Marine Corps' capability and capacity shortfalls relative to a given mission at a given time. Using the acceptance of risk as a method to arrive at cost savings for the Marine Corps necessarily means that the risk is not hedged by an offsetting investment of Marine Corps' dollars elsewhere. Therefore, mitigating risk may require the coordinated use of Joint operation or Joint enablers, and cannot come at a disproportionate expense to one element of the MAGTF. Furthermore, identifying where the Marine Corps can accept risk in the high and low ends of the Range of Military Operations (ROMO) necessitates consideration of both major combat operations and low intensity conflict scenarios in the same force development planning cycle. Accordingly, to assess risks at the high and low ends of the ROMO for POM-16, this guidance directs that force planners provide risk assessments relative to the appropriate Support to Strategic Analysis (SSA) scenarios, particularly capacity requirements derived from existing analysis of these scenarios. The three Steady State Security Posture (SSSP) vignettes previously approved by the Marine Requirements Oversight Council (MROC) (Foreign Internal Defense, Non-combatant Evacuation Operation, and Foreign Humanitarian Assistance/Disaster Response), will also be used to assess risk, particularly in terms of "core" and "core plus" capability requirements.²

²In 2009 (prior to the transition to an annual POM cycle), the MROC approved force developers' alternating analysis of major combat and SSSP scenarios. The evolution of this decision was such that POM-15 would be based on analysis of three SSSP scenarios, while POM-16 would be based on analysis of appropriate SSA scenarios. This guidance reflects an adjustment to the 2009 MROC decision, and directs consideration of scenarios from across the ROMO in order to include an annual consideration of warfighting capacities within the dynamic fiscal environment.

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d. The “bow wave” is inefficient. Procurement and modernization³ programs that require significant increases in funding “outside the FYDP” amount to purchases the Marine Corps may never afford. While some view an unaffordable spike in programmatic costs just beyond the FYDP to be preserving programming flexibility, we must consider the strategic consequences of near-term budgetary decisions on realistic investment plans. While the procurement sequence of research and development, Low Rate Initial Production, and Full Rate Production produces a naturally rising funding profile, delaying or deferring Full Rate Production (effectively “keeping the program alive” with “minimum sustainment funding”) is inefficient. Force developers will identify those Marine Corps programs that require outyear funding levels for full rates of production greater than 10 percent above forecast FYDP funding. Then, unless offset elsewhere within the service program, force developers will either reorganize these programs or consider them for cancellation, as practicable, in order to reduce this programmatic “bow wave.” For Acquisition Category I or other programs whose decision authority is external to the Marine Corps, force developers will recommend possible mitigating courses of action if these programs require outyear funding levels for full rates of production greater than 10 percent above forecasted FYDP funding.

e. Our Core Competencies endure. The functions of the Marine Corps as directed by the Department of Defense have not changed.⁴ Therefore, the eight attributes of an expeditionary force introduced in Expeditionary Force 21, remain the benchmarks for building the future objective Marine Corps. These are: (1) An Expeditionary Force in Readiness, (2) A Middleweight Force, (3) A Modern Force, (4) An Integrated Combined Arms Force, (5) An Integrated Naval Force, (6) A Force Biased for Action, (7) A Leading Edge Joint Force, (8) A Force Capable of Forcible Entry in Depth. Given that the potential exists for budgetary limitations which may require the Marine Corps to reduce capacity or shelve capability, force

³ This guidance recognizes the definition of modernization used for the 26 Jan 12 Executive Offsite brief on Readiness: “Equipment modernization is defined as the acquisition of new equipment and upgrading existing equipment, to the full organizational table of equipment requirement, in order to provide Marines with required expeditionary capabilities to meet the needs of the emerging security environment.”

⁴ DOD Directive 5100.1 directs the Marine Corps to: develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces, normally employed as combined arms air ground task forces, to serve as an expeditionary force-in-readiness, and perform the following specific functions: (1) seize and defend advanced naval bases or lodgments to facilitate subsequent joint operations; (2) provide close air support for ground forces; (3) conduct land and air operations essential to the prosecution of a naval campaign or as directed; (4) conduct complex expeditionary operations in the urban littorals and other challenging environments; (5) conduct amphibious operations, including engagement, crisis response, and power projection operations to assure access -- the Marine Corps has primary responsibility for the development of amphibious doctrine, tactics, techniques, and equipment; (6) conduct security and stability operations and assist with the initial establishment of a military government pending transfer of this responsibility to other authority; and (7) provide security detachments and units for service on armed vessels of the Navy, provide protection of naval property at naval stations and bases, provide security at designated U.S. embassies and consulates, and perform other such duties as the President or the Secretary of Defense may direct. These additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized.

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planners will consider first the *Force Sourcing Priorities* (published by DC, PP&O, PO Division Annually) and the long term *Future Planning Priorities*.⁵ Guidance concerning how to integrate those priorities is contained in this document in Paragraph 5 (Page 46).

4. Budget Allocation. Nearly 70 percent of the current Marine Corps Total Obligation Authority (TOA) is consumed by military personnel pay and benefits, civilian personnel pay and benefits, and higher directed funding requirements. Reductions in the Marine Corps TOA compel decisions regarding where the Marine Corps can/will accept risk in order to best allocate remaining funding to equip, train and sustain our force. To that end, we have preserved near term readiness by accepting risk in infrastructure sustainment and equipment modernization. This method in the long term is unsustainable and will lead to an unbalanced force in the future if these shortfalls are not addressed when the budget opportunities arise.

5. Planning and Programming Priorities. This paragraph includes guidance to force development planners, including methods of prioritization through which force developers will examine our programs and develop new ones.

a. Operational Risk. Although the future objective force should be capable of operating across the ROMO, the Marine Corps will accept risk in terms of capacity and capability at the high- and low- ends of the spectrum. Procurement or modernization programs that serve operational requirements falling primarily at the high- and low- ends of the ROMO shall be assessed first for potential efficiencies. Further, within the “sweet spot” of the ROMO for which our future objective force is optimized, where programs can be identified as serving primarily one type of operation, increasing risk will be accepted based on the following prioritization for POM-17 - all within the context of amphibious and expeditionary operations: (1) crisis response; (2) forward engagement; (3) power projection; (4) irregular warfare (including large-scale protracted stability operations);⁶ (5) major conventional operations.⁷⁸

b. Fiscal Sustainability. Programs that require increased funding “outside the FYDP” greater than 10 percent above FYDP funding levels shall be considered to undergo a Marine

⁵ *Expeditionary Force 21 was signed by the Commandant of the Marine Corps and replaces Vision and Strategy 2025. The Eight Attributes of an Expeditionary Force are detailed at greater length in that document which is available from MCCDC, CD&I.*

⁶ *JP 1-02 defines “irregular warfare” as: “a violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary’s power, influence, and will.”*

⁷ *O6 MAGTF Integration OPT meeting, 26 October 2011.*

⁸ *See footnote 7.*

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Requirements Board (MRB) program review. RDT&E and production processes can be expected to require increasing funding levels as RDT&E transitions to initial low rates of procurement. However, it is unrealistic to plan or program on the assumption that the Marine Corps TOA will increase dramatically by 2020. Accordingly, unless offset elsewhere within the service program, force developers shall consider any program which requires a greater than 10 percent increase in any year (relative to the previous year) to be fiscally problematic. This is particularly important given that 70 percent of weapons systems' life cycle costs occur after fielding. Furthermore, this issue highlights the significance of the common 15-year planning horizon described above - to make transparent the fiscal effects of programs that our new fiscal realities make unaffordable in the long term.

c. Strategic Mobility. The Marine Corps must be light enough to leverage the flexibility and capacity of amphibious shipping, yet heavy enough to accomplish the mission. The requirement to "Lighten the MAGTF" remains, but a decreasing TOA means that force development planners will consider less desirable those weight-reduction initiatives that actually require additional funding. Planners will first consider the removal of heavier equipment sets from our Tables of Equipment where the acceptance of operational risk can be justified or mitigated with Joint force capacity.

d. Distribution of Sustainment Cargo. To support lighter Amphibious MAGTF's, the Marine Corps must ensure faster, more deliberate movement and visibility of requisitioned sustainment cargo. In addition to Naval Logistics Integration efforts, coordination with our national partners such as DLA and USTRANSCOM to target shipping to our amphibious ships/units/DODAACs will help to ensure sustained distributed operations for the MAGTF.

e. Prioritization of Operational Endstates, Marine Corps Service Campaign Goals and Joint Capability Areas (JCA). The MCSCP has defined a 15-year planning horizon sufficient to give guidance to any program that intends to be conceived, reach IOC and possibly FOC during that timeline. Inclusive within that planning horizon are the 2014 QDR details which outline a desired 2023 endstate for POM-17. Planners will assume a manpower drawdown to an active duty end strength to 175,000 with the ability of the Service to "buy back" up to 182,000 if funds are made available and if further cuts in defense spending are not fully realized. Marine Corps operational initiatives, Goals and JCAs mature over time to meet the needs of the Nation, U.S. global posture, and our own Service's shifting priorities. Per the Commandant's guidance these prioritizations are to be used as lenses "through which [CMC's] priorities are acted upon to guide the development and sustainment of the Total Force."⁹

(1) Future Planning Priorities: Force development planners will prioritize desired endstates for operational initiatives when developing extended future planning (out to 15-years). They are listed in order of precedence. These endstates are derived from a number of sources from short- to mid-term including: the current OFR PEB (1-Year); the classified CMC "Force

⁹ Quoted from the CMC's *Foreword* to the 2014 MCSCP, pg. 7.

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Sourcing Priorities" (reference (q)) (0-2 year) period; the priorities set by CNO in *Sailing Directions* and the CNO's *Navigation Plan* (10-15 years); the GEF (20-years) and DUSN's *Priorities for the Marine Corps* (indefinite, but tracks programs beyond a 20-year horizon).

1. Trained and equipped total force for Overseas Contingency Operations (OCOs)¹⁰
2. Reset personnel and material readiness
3. In place unit training facilities and support
4. Sustained GRF (up to N+7)
5. Sustained capacity for 3.0 MEU forward presence
6. Reconstituted III MEF, continuation of UDP and sustained MAGTF Australia
7. Sustained Special Purpose MAGTF-CR, -AF, -BSRF, CENT, and -South
8. Sustained Operational Reserve¹¹

(2) Prioritization of MCSCP Goals and Objectives. Appendix 15 can be used to categorize the 2014 MCSCP Goals and Objectives into high-, medium-, and low-priority (in order of increasing acceptability of risk) to aid force planners in coordinating resource allocation across the Marine Corps enterprise and in accordance with changes to USMC global posture, advancements in technology, and emerging national response requirements.¹²

1. High Priority Goals and Objectives. Those goals and intermediate objectives related to: providing Marines to OCOs; post-OEF-Afghanistan reset; caring for wounded, ill and injured Marines; making Marines; optimizing family readiness; educating our noncommissioned officers and officers through resident Professional Military Education; growing the Marine Corps' cyberspace capabilities and capacities; and other force structure changes mandated by the 2014 QDR.

2. Medium Priority Goals and Objectives. Those goals and intermediate objectives related to: training Marines and Marine units to increase proficiency in the Core Competencies; procurement-based reconstitution following OEF-Afghanistan; growing the Marine Corps' special operations capabilities and capacities, and sustaining recommendations from the 2014 QDR.

¹⁰ While costs of OEF-Afghanistan may be significantly reduced by 2014, trained and equipped operating forces for OEF-A or any other potential OCO will remain the Marine Corps' top priority.

¹¹ Draft of current operations prioritization message, POC PP&O HQMC, November 2011 with "sustained operational reserve" added.

¹² Prioritization from Commandant's Planning Guidance and Commandant's testimony to House Armed Services Committee Hearing on the Future of Military Services and the Consequences of Defense Sequestration, 2 November 2011.

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3. Low Priority Goals and Objectives. Those goals and intermediate objectives related to or resulting in: expanding procurement and modernization programs; programs requiring investment within the FYDP in pursuit of efficiencies in the outyears; increased investment in lower-priority Core Competencies or lower-priority Joint Capability Areas (JCAs) (see below); or increasing the Marine Corps' facilities footprint.

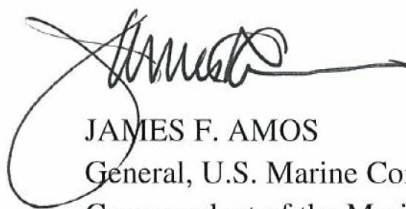
(3) **Prioritization of Joint Capability Areas (JCAs)**. With the Joint Capabilities Integration and Development System (JCIDS) established as the formal Department of Defense (DOD) system for defining acquisition requirements, aligning the Marine Corps force development planning and programming processes to the JCIDS framework offers the advantage of a common language. Accordingly, Marine Corps force planners will use the JCIDS JCA construct to evaluate Marine Corps programs contribution to the future objective Marine Corps, and to assess risk incurred through the reduction of funding for programs. JCA prioritization is most applicable to warfighting investment, and should be nested appropriately within the preceding enterprise-wide priorities provided by this guidance. To align warfighting investment allocation with this guidance, force planners will prioritize JCAs as follows:

1. High Priority JCAs. Command and Control, Battlespace Awareness. Logistics.
2. Medium Priority JCAs. Force Support, Net-Centric, Protection, Force Application, & **Building Partnerships**.
3. Lowest Priority JCAs. Corporate Management and Support.

7. Assessments. Clear assessments are a critical component of both this annex - and beginning after the signing of this document - the base text of the MCSCP. In the case of the MCFDS / PPBE cycle for POM-16, the plan's results are: (a) the funds executed in support of the Marine Corps enterprise; and (b) the Marine Corps' return on those investments. As the first audit-ready military service, the Marine Corps will endeavor to push further ahead with an assessment of the effectiveness of the POM-16 MCFDS/PPBE planning cycle led by the Deputy Commandant for Programs and Resources. Where the POM or POM Working Group product diverges from development guidance, the POM After Action Report assessment will explore underlying reasons for the divergence and, if appropriate, recommend corresponding improvements to the POM development process to minimize such divergence for future POMs.

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8. Administration. This guidance is effective as of the date signed. Although changes in strategy or available TOA may overtake the figures provided for reference in this guidance, the planning directives contained herein shall be considered valid until superseded by separate correspondence.

A handwritten signature in black ink, appearing to read 'J. Amos', with a long horizontal stroke extending to the right.

JAMES F. AMOS
General, U.S. Marine Corps
Commandant of the Marine Corps

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

