

# The United States Marine Corps

## *Marine Forces Reserve*



### ***Your Marines Today:***

#### **Ready, Relevant, Responsive**

*•The American people do not differentiate between active duty and Reserve Marines. We are all Marines, defined by our extraordinary leadership, fidelity and courage—physical, mental and moral. Marines share an appreciation for uncompromising standards, rigorous training and tough discipline.*

•We continue to live up to America’s expectations that when Marines are sent to do a mission, it will be accomplished and everything within their power will be done to ensure success in protecting U.S. interests.

•The American people have grown to expect that when a crisis emerges, Marines will be present and will invariably turn in a performance that is dramatically and decisively successful, not most of the time, but always.

**[SPEAKER TIP:** At outset of remarks, insert your introduction, identifying yourself, recognizing those in attendance, and summarizing the thrust of your speech. Be prepared to define what “expeditionary” means from the Marine Corps viewpoint.]

## Future Security Environment

- > Increasing instability & conflict
- > Overpopulation
- > Competition for resources

The collage consists of four images: a coastal town with colorful buildings, a group of people protesting with a sign, a scene of conflict with smoke and people, and a group of people gathered around a table, possibly in a conflict zone.

We live in a world of increasingly complex security challenges, a world in which the Marine Corps will play a critical role in protecting and securing our national interests. Failed states or those that cannot adequately govern their territory can become safe havens for terrorist, insurgent and criminal groups that threaten the United States and our allies.

The strategic environment will be shaped by seven trends. The easiest to forecast is changes in demographics. We project a significant aging or graying of the developed world and large youth bulges in the developing world. At the same time dramatic shifts towards urban areas will continue, largely in littoral areas in Asia and Africa. Today, more than half the world's population now lives in an urban area, and 50% of humanity lives within the littorals (200km or 120 miles of a coastline). By 2035 that figure is expected to grow to 75%. Urbanization growth will be most extensive in Asia and Africa, in developing countries that lack employment opportunities and adequate services, potable water or sanitation.

Next, greater levels of globalization and interdependence will occur but will yield identity-based or faith fueled counter-movements as a form of backlash. Economic and other forms of interdependence create vulnerabilities that could be exploited, and we project an increased probability and higher impact to any form of system disruption including terrorism, with disproportionate effects on US interests. The third trend involves Resources and expectations that key resources, especially water and oil will be more scarce. Competition for energy and water could spill over into violence.

Thanks in part to demographic patterns, a global power shift toward Asia is likely with China and India emerging as major powers. This could impact alliances, access, and basing issues in Asia and beyond. The decline of "traditional" Europe is also probable, largely due to demographics as well. Our traditional partners will be older, smaller in size, and possibly poorer due to an older retirement aged population to support.

We project continued technology growth but also diffusion to other states. A lot of innovative developments will occur in the Info Tech arena as well as in bio and nano-tech. This could produce adversaries, including non-state actors of greater reach and lethality than we have ever seen and increases the potential for disruptive attacks that we may not be prepared for.

The culmination of these trends will produce demands for military responses throughout the "Arc of Instability" which I will map out for you in short order.

The final trend is a continued blurring in the character and conduct of warfare to achieve asymmetrical advantage: a trend worthy of some discussion.

## Hybrid Threats and Complex Environments



> Shifting geopolitical relationships

> Rapid proliferation of new technologies

> Cyber warfare



We see the most likely threat in the future being what we call “hybrid wars...” The previously distinctly labeled categories of war, (catastrophic, disruptive, irregular, traditional as labeled in previous QDRs and defense strategies) are now a menu vice distinct categories. Future war will be a blurring or combination of these categories.

This slide highlights the characteristics of hybrid threats, the blurring character of conflict, and the complex environments we will face in the future. The slide makes the case that these future characteristics lead to access challenges, especially in the arc of instability (the geographic area we will most likely operate in due to the large composition of the arc in the littorals).

In addition, the environments in which we will face these threats will become increasingly complex. They will be in the urban areas, the dense jungles, the deserts...places where our conventional capabilities and prowess are mitigated. They will be amongst the people and fought in the information domain. Osama Bin Laden is depicted here as an example. He has been quoted as saying that 90% of his battle with the west will be fought in the media.

If you asked where our view of the future comes from, my response would be “from many places.” It has been informed by a variety of sources and considerations. JOE, NIC, MCIA, Sister Services, think tanks, futurists, etc...

Several independent sources provide useful data about environmental conditions that may lead to conflict. Shown here is a large region of the globe we call the “arc of instability.” We call it that because the region possesses many of the “tripwires” that could lead to local, regional, or even global instability, unrest, or outright conflict. These are areas that are:

1. prone to earthquakes, tsunamis, and other natural disasters...
2. of greatest drug production...
3. of greatest oil production...
4. where there is the greatest difference between the “haves” and the “have nots” ...
5. that is the most prone to long term food and water shortages, often leading to major health crises...
6. where the biggest effects, both positive and negative, of globalization will be felt...
7. that combines the largest populations with the harshest climates
8. that contains 18 of the 20 top “states of interest” identified by the marine corps intelligence activity
9. that is the most likely place the us military will engage the enemies of global freedom, free trade, and democracy

The RC, as a learning organization, has been able to institutionalize training, personnel management, and the force

generation processes that have effectively and efficiently allowed MFR to mobilize and deploy combat ready forces. Today, MFR is well postured to not only meet current operational requirements but to rapidly respond to future emergent contingences.



Although the nature of warfare can change, the role of the Marine Corps will not. We will remain "America's Expeditionary Force in Readiness."

The Marine Corps is a balanced air-ground-logistics team. We are forward-deployed and forward-engaged: shaping, training, deterring, and responding to all manner of crises and contingencies. This means that we:

- 1) Create options and decision space for our nation's leaders ... time to build consensus with allied nations or time to deploy a follow-on force.
- 2) Respond to today's crisis, with today's force ...TODAY. We maintain a high state of readiness to be able to "go now" and "figure things out" if needed.
- 3) Enable and participate in joint and combined operations of any magnitude and team with other services, allies and interagency partners.
- 4) Serve in roles not only as fighters, but also as trainers, mentors and advisors.

**[SPEAKER TIP:** Cite one or more recent examples that illustrate one or more of the bullet points above. Examples could include: 15<sup>th</sup> Marine Expeditionary Unit's recapture of the pirated ship *Magellan Star*; Marine humanitarian assistance and disaster relief efforts in Pakistan & Haiti; sustained combat operations in Afghanistan (RC Southwest); success in Al Anbar Province in Iraq; TF-58 assault into Afghanistan immediately after 9/11; Georgian military Train and Equip Program; Africa Partnership Station.]

## A Middleweight Force Defined



The Marine Corps can be likened to a “middleweight force,” which brings to mind the notion of a middleweight fighter... someone who is agile, light and flexible and carries a powerful punch...an individual who is ideally poised in the middle and can fight above and below his weight class as required. What does that mean?

- We operate throughout the spectrum of threats – irregular, hybrid, conventional – or the shady areas where they overlap.
- We can conduct major combat operations, counterinsurgency operations, humanitarian assistance/disaster relief, partner capacity building (training foreign militaries) just to name a few. Or we can operate in environments in which all these missions blend together or where the threats are ambiguous and dynamic.
- We are light enough to get there quickly but heavy enough to carry the day upon arrival, and capable of operating independent of local infrastructure.
- It means we are responsive and scalable and can organize ourselves for whatever kind of fight or mission we must accomplish. We operate also in any domain regardless of climate.

We are ready to respond whenever the nation calls ... wherever the President may direct.

**[SPEAKER TIP:** Can cite one or more recent examples that illustrate one or more of the bullet points above. A primary example includes providing humanitarian assistance and disaster relief after the earthquake in Haiti (Jan-Feb 2010), where our amphibious capability enabled us to conduct operations from off-shore when airports and other infrastructure were damaged.]



**Marine Forces Reserve, as a crucial component of the Total Force, will play an important role ensuring the Corps' leadership has options and decision space to accomplish our mission.**

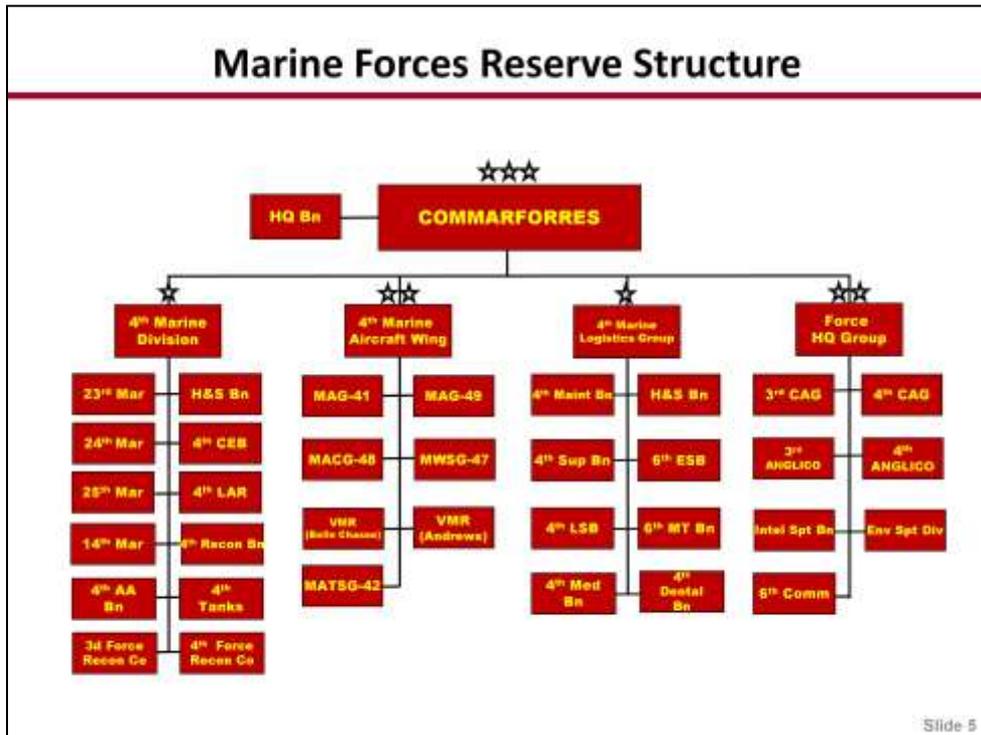
This means that we:

- 1) exemplify a lean and economical force, expeditionary in nature. The Reserves can respond to a wide range of crisis situations, create options and decision space in support of the total force, at a fraction of the cost.
- 2) Prepare and provide units and individual Marines as a suitable and ready operational reserve in order to augment and reinforce active forces for employment across the full spectrum of crisis and global engagement.
- 3) Are poised to respond to unexpected crises, from humanitarian disaster relief efforts, to non-combatant evacuation operations, to conduct counter-piracy operations, or full scale combat.
- 4) Enable and participate in joint and combined operations of any magnitude and team with other services, allies and interagency partners.
- 5) Serve in roles not only as fighters, but also as trainers, mentors and advisors.

**\*\*MFR augments, reinforces and sustains the Active Component. We are a shock absorber.\*\***

[**SPEAKER TIP:** Cite one or more recent examples that illustrate one or more of the bullet points above. Examples could include: Marine humanitarian assistance and disaster relief efforts in Haiti; sustained combat operations in Afghanistan (RC Southwest); success in Al Anbar Province in Iraq; Georgian military Train and Equip Program; Africa Partnership Station/Special Purpose MAGFT Africa, Black Sea Rotational Force.]

## Marine Forces Reserve Structure



Slide 5

### What We Look Like

Marine Forces Reserve has units located in 48 states, Washington D.C. and Puerto Rico (South Dakota and Vermont are the only two states without Reserve centers). There are 183 sites total. As you can see, we are well dispersed throughout the country. Our geographic dispersion creates challenges for communications, identifying training areas and command and control.

**\*This slide will change based on FSRG actions**

## A Total Force Solution



***As an integral part of the total force solution MFR is committed to sustaining a reserve force postured to provide ready and responsive capabilities and strategic depth to meet total force solutions across the range of military operations.***

The U.S. Marine Corps Reserve is organized, manned, equipped, and trained to the same standards and foundation as the active component. Our Reservists provide a professionally ready, responsive, and relevant Force that enables joint and combined operations. The Marine Corps reserve is, and will remain, a key component in the Corps' role as America's Expeditionary Force in Readiness.

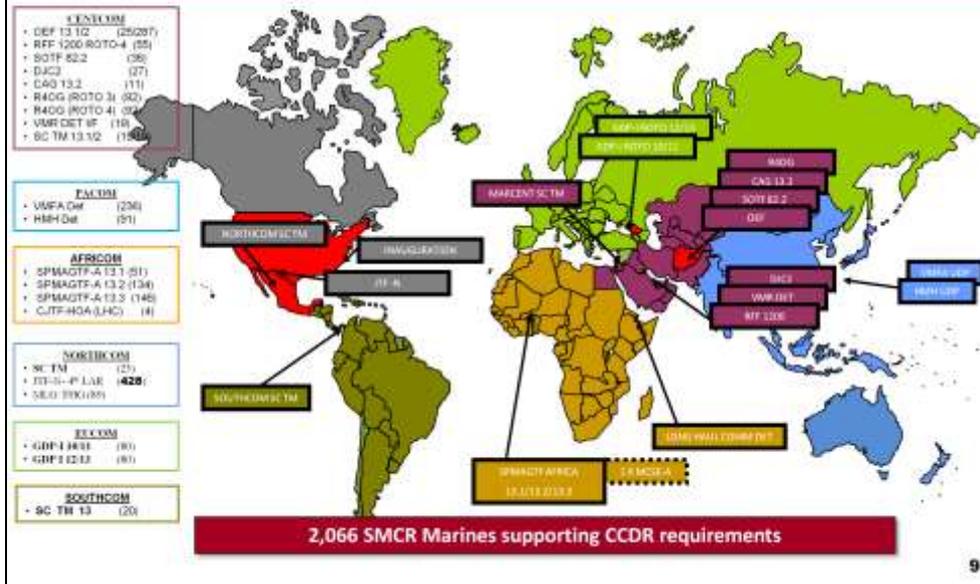
Since 2001, our Nation required its Marine Corps Reserve to continuously support combat operations in Iraq and Afghanistan, as well as regional security cooperation and crisis prevention activities in support of Combatant Commanders across the globe. This operational tempo built a momentum among our war fighters and a depth of experience throughout the ranks that is unprecedented in generations of Marine Corps Reservists.

To ensure the Corps is the most ready when the Nation is least ready, the Marine Reserve must be part of the equation - just as they have been for the last ten years. During that time more than 80,000 sets of mobilization orders have been issued to over 60,000 Marines to serve on active duty, with many Marines volunteering to serve multiple tours. One hundred percent of Marine Corps Reserve units have mobilized to support either OIF or OEF. Some years found as many as 7,600 Marines on active duty supporting the war effort as they answered their country's call.

While the Marine Corps engaged in combat for more than a decade, these continued operations demonstrated the need to maintain a significant Reserve Force readiness posture for equipment and personnel.

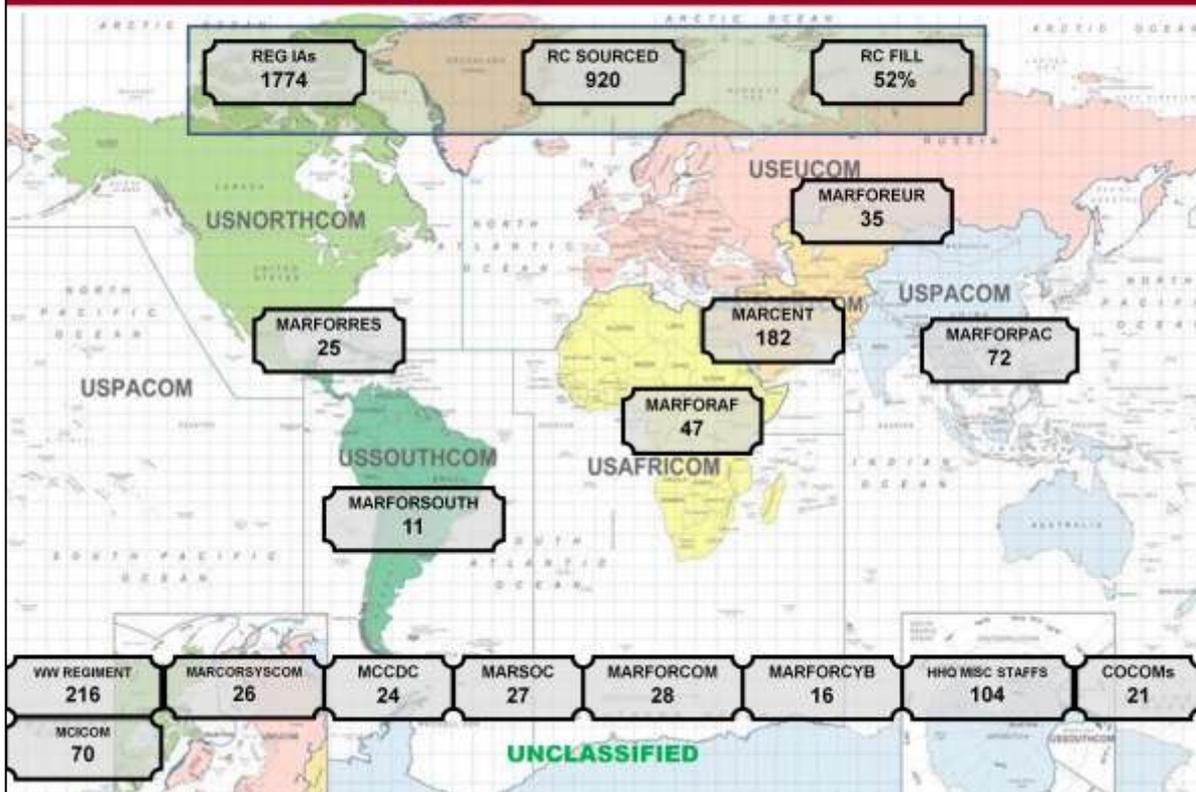
During this time, we maintained a 97 percent equipment readiness level for our Corps' Reserve; made possible through contingency funding. We now face a potential decrease in funding levels while on-hand assets increase – through the return of deployed assets. Although, our preventive maintenance and organizational maintenance programs have improved through mobilization experience over the past decade, the requirement to maintain our equipment and associated support programs will remain. This shift in resources means we will need to rely solely on our Operations and Maintenance, Reserve appropriation.

# Support to CCDR Operational Requirements (CY-13)





# Reserve Individual Augment Contribution



This slide provides quick snapshot of the # of R/C IAs currently mobilized ISO A/C requirements.

These stats do not include the # of SFAATs we are attempting to provide the AC.

## Reserves in the Community



Our geographic dispersion, touched upon in a previous slide, gives our Marines a unique opportunity to connect with the American public on a daily basis. Marine Forces Reserve personnel play an integral role in demonstrating our Warrior Ethos in communities across America. For many Americans who live hundreds, if not thousands of miles from the nearest Marine Corps installation, we are the face of the Marine Corps. Marine Forces Reserve supports a number of large scale community relations events around the country to include Fleet Week in New York City, Marine Week, various airshows, state fairs and festivals.

MFR Marines conducts funeral, casualty calls and comrel events in support of the Marine Corps mission.

- Community Relations events (color guard details, vehicle and weapon static displays, and guest speakers) CY12 = 960
- Funerals = 16,067 CY12 = 93% of the funeral honors for the Marine Corps
- Casualty Assistance Calls = MFR personnel performed 307 in CY12 = 74% of casualty assistance calls for the Marine Corps

Marine Forces Reserve also supports the Toys for Tots Foundation campaigns annually, and has been conducting Toys for Tots for 66 years. In 2012, 163 MFR units conducted toy drives collecting 15.5 million toys and \$12.2 million in funds (CY 2010) benefitting 7.2 million children.

## Our Priorities

**> Continue to provide the best trained and equipped Marine units in Afghanistan**



**> Rebalance our Corps and posture it for the future**

**> Better train and educate our Marines to succeed in an increasingly complex operational environment, while preparing them for transition back to civilian life**

The Commandant's priorities guide my long-term plan for Marine Forces Reserve.

To best meet the demands of the future and the many types of missions that Marines will be expected to do now and into the post Afghanistan security environment, Marine Forces Reserve will focus on five priorities:

### **1) Continue to provide the best trained and equipped Marine units to Afghanistan;**

- This remains our number one priority until our national objective is complete. Almost 20,000 Marines are deployed in Afghanistan, more than 1,500 of which are Reservists.

### **2) Rebalance the Reserve, posture it for the future, and aggressively experiment with and implement new capabilities and organizations;**

- 39,600 remains the authorized end strength. During our Force Structure review we sought to provide the best value in terms of capability, cost and readiness.
- We tailored a force structure to ensure sufficient types and quantities of forces would be available to meet the present engagement and crisis response requirements of the combatant commanders.
- We aim to leverage the diverse depth and range of assets within our operational reserve component to mitigate risk and maximize opportunities where available

### **3) Better educate and train our Marines to succeed in increasingly complex operational environments, while preparing them for transition back to civilian life;**

- We will ensure that every Marine and Sailor is prepared to succeed in the many kinds of missions we are conducting in this complex and dynamic operating environment.
- Equipping Marines with the necessary skills will better prepare them for the demands and resiliency required of combat operations in an increasingly distributed and decentralized battlefield.
- Increased opportunities for resident PME, fellowships, and advanced education programs will further develop a well-rounded and professional Marine and posture the Corps for missions around the globe.
- Ensure our Marines are educated as to the programs and opportunities available for warriors transitioning back into civilian life.

## Our Priorities



**> Maintain a sustainable deployment-to-dwell ratio for our Reservist through the Force Generation Model**

**> Keep the faith with our Marines, our Sailors, and our families**



#### **4) Maintain a sustainable deployment-to-dwell ratio for our Reservist through the Force Generation Model;**

- The Force Generation Model continues to provide long term and essential predictability of future activations and deployments for Reservists.
- The FGM provides families and employers the ability to plan for upcoming operational requirements five or more years into the future

#### **5) Keeping Faith with Marines while restructuring the Force.**

Reserve and active duty Marines face challenges to implement the Corps' Force Structure Review. For the Reserves, management of unit manpower throughout the execution of the structure changes involves the need to protect overall end strength of Reserves, expeditiously dismantling and rebuilding unit-specific capabilities; all while keeping faith with Marines and their communities.

All commanders and senior enlisted leaders across Marine Forces Reserve are tasked to retain quality Marines through leading by example, mentoring, as well as retention programs.

Managing the transition of personnel impacts all aspects of our manpower. The impact is unique and specific to the Marines directly affected by the force structure change, such as those with obligated service, as well as the spectrum of locations across the Nation where these changes are taking place.

To help assist with these significant changes, the Corps' Reserve established Personnel Transition Teams. These integrated, cross-organizational teams are comprised of representatives from major decision-making authorities across the Marine Corps, from Marine Corps Headquarters to Deputy Commandants and Force Commanders. Based on their mix of experience and dedication to success, they are achieving maximum results. They are utilizing existing manpower, streamlining the approval process for Marines to shift between occupational specialties and helping with qualified re-enlistments to ensure the Corps' Reserve maintains the best, most qualified and most ready Force.

In the past fiscal quarter alone, Reserve Personnel Transition Teams assisted seventeen units across seven geographically disparate locations. Additional Reserve units were assisted remotely. In total, more than 2,600 Reserve Marines were provided direct career assistance, which realigned billets and personnel at a cost savings to the taxpayer and a benefit to our Marines.

While funding was provided to support Transition Teams this fiscal year, forecasts for continued missions reveals more funding is needed to ensure the Corps can effectively support, retain and provide the best possible and most ready Marine Corps for the future.

## Legacy of Service



Small unit leadership, unit cohesion, an expeditionary mindset, education, the spirit of innovation and fidelity all form the foundation of our Corps. These timeless qualities enable Marines to respond and adapt and are fundamental to how we approach warfighting. We recognize that uncompromising standards, rigorous training, and tough discipline are the foundation for our success in the most austere environments.

The decisions of the next couple of years will affect the course of the Marine Corps, and Marine Forces Reserve, for decades to come.

The challenges we currently face – to simultaneously fight a war and rebalance our Corps to confront a complex, future security environment – will require difficult choices to meet the demands of today and those of tomorrow.

Through it all, we will remain a key component to America's Expeditionary Force in Readiness – ready relevant and responsive to any crisis, any place, any time.

**[SPEAKER TIP:** Can close remarks with specific request for action, allowance for questions, and/or thanks to audience.]

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**Questions?**