



CAMPAIGN PLAN

COMPREHENSIVE READINESS







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Foreword

We stand at a critical juncture in our nation's history, confronting a strategic environment that is more volatile and complex than ever before. As our national focus shifts toward our own hemisphere, the challenges to global stability demands a Marine Corps that is lethal, ready, and fully prepared for conflict. In this landscape, the role of a capable and integrated Reserve Component is not just valuable—it is indispensable.

This Campaign Plan: Comprehensive Readiness 2025-2028 serves as our definitive roadmap. It outlines a deliberate reorientation of our efforts toward achieving and sustaining comprehensive readiness across Marine Forces Reserve. Our purpose is clear: to provide the Marine Corps with strategic depth and a force that can seamlessly augment, reinforce, and integrate with the Active Component at a moment's notice.

The central theme of this plan is that our readiness is our relevance. We acknowledge the inherent challenges of the Reserve Component, where time is our most precious and limited commodity. Combining yearly drill opportunities and annual training leaves commanders with 39 days a year to train and generate readiness. Therefore, this plan directs a ruthless pursuit of efficiency in all we do. We will focus on Mission Essential Task-based training, optimize our force generation processes, and aggressively work to recruit, develop, and retain high-quality Marines. Every drill, every annual training event, and every decision must be a deliberate step toward building a more capable force.

The successful execution of this plan is not merely an objective; it is a commitment. It is a promise to our Nation, to the Marine Corps, and to each other that we will be ready to answer the call for any contingency, from Global Force Management requirements to full-scale mobilization. I call on every leader and every Marine within this command to embrace the priorities outlined herein and to think differently about how we generate readiness. Our future success depends on the dedication and innovation we bring to this vital endeavor.

FIGHT'S ON!

A handwritten signature in black ink, appearing to read 'L. Anderson'.

Leonard F. Anderson IV
Lieutenant General, U.S. Marine Corps
Commander



Overview

Marine Forces Reserve (MARFORRES) stands at a critical juncture. As the global security landscape becomes increasingly complex, the role of a ready Reserve force is vital. Our Campaign Plan: Comprehensive Readiness outlines a reorientation of effort toward a sustainable comprehensive readiness, ensuring integration and augmentation to the Active Component. Acknowledging the challenges inherent in



maintaining readiness in the Reserve Component, this plan focuses MARFORRES on achieving comprehensive readiness through Mission Essential Task-based training, talent management, retention, and mobilization preparedness in support of Global Force Management (GFM). Our diligence in this endeavor will solidify MARFORRES as the operational and strategic depth for the U.S. Marine Corps.

Comprehensive readiness enables all aspects of preparedness to carry out a mission; the ability to effectively perform our mission and meet the demands of immediate contingencies and future challenges.



Global Strategic Environment

The strategic environment remains volatile. Economic de-globalization trends are accelerating as nations prioritize supply chain security and regional economic blocs. The information domain is intensely polarized and weaponized, entangling geopolitical objectives with public perception and complicating decision-making. Nations continue to focus on modernization, in the areas of hypersonic weapons, AI-driven systems, and space-based assets. The People's Republic of China is rapidly



closing the gap with the United States. Simultaneously, Russia's ongoing conflict in Ukraine demonstrates the rise of autonomous systems, the criticality of the information domain and spectrum superiority, the challenges of sustaining logistics in contested environments, and the evolution of air defense. This environment is the catalyst by which MARFORRES must continue to evolve, while providing ready forces.



National Strategic Environment

The United States now faces strategic challenges with multiple adversaries spanning the globe. Vulnerabilities stemming from years of unsecured borders, the evolution of sophisticated air and missile threats, and the expansive ambitions of adversaries create a multifaceted challenge. The directed effort to defend the homeland, has generated new challenges in our own hemisphere. The People's Liberation Army's military buildup, paired with its intent to control the Indo-Pacific, is an imperative



for our national defense. This situation is exacerbated by the actions of other state and non-state actors—including Russia, Iran, North Korea, and various terrorist groups—necessitating a robust and agile response.



DoW Priorities and Collaborative Defense

Reflecting our strategic imperatives, the Department of War underscores the defense of the U.S. homeland above all and emphasizes preserving our interests in the Western Hemisphere. Equally vital is deterring potential challenges, particularly from the PRC in the Indo-Pacific. Through coordinated efforts with our interagency partners, allies, and strategic partners, the Department of War is forging conditions for lasting peace while empowering allied nations to assume a greater role in their own defense.



Our purpose is “lethality, readiness and war-fighting.”¹
– Secretary Hegseth

¹ Fox News, April 2023



CMC Priority: Maximize the Potential of Our Reserve

Maximizing the potential of the reserve component means achieving comprehensive readiness that yields a predictable, repeatable, and budgeted employment model for GFM support while preparing the force for mobilization. MARFORRES can balance competing readiness challenges over a three-year cycle by deliberately maintaining the growth of readiness while forecasting forces available for GFM. Our challenge is balancing personnel readiness with training opportunities while managing inactive status limitations. Today's operating environment necessitates a ready



MARFORRES capable of unanticipated and GFM requirements while maintaining optimal readiness for mobilization across the force. A predictable, repeatable, and budgeted triennial model for the employment of MARFORRES is the essence of maximizing the potential of the reserve while preparing for peer conflict. At any moment, any capability, or the entirety of MARFORRES, can activate to support a contingency or national mobilization with predictable readiness levels that will increase during Pre-Deployment Training at an Intermediate Location (PTP-ILOC).

Comprehensive readiness will enable MARFORRES to balance readiness, capability, and capacity to meet near, long-term, and emerging requirements.



Marine Corps Global Focus

Geopolitical crisis or conflict is the Marine Corps' primary focus. The developed crises in our own hemisphere, with the advent of Trans-National Criminal Organizations, and their threat to our Homeland, has required a refocusing of purpose and priority. The potential for conflict with the PRC necessitates excellence in the maritime environment. In preparation for potential conflict, the Marine Corps is posturing



forward through expeditionary advanced base operations (EABO) that support naval campaigns and broader operational exercises. A sustained focus on readiness and interoperability with allies is fundamental. The Marine Corps maintains a global presence, reaffirming its commitment to every Combatant Commander. As the Joint Force executes the National Military Strategy (NMS), the effective integration of Reserve Component capabilities with the Active Component becomes indispensable.



Pathway to Comprehensive Readiness

Our mission is clear: be ready to conduct operations across the full spectrum of warfare in every clime and place. To this end, we must focus all our efforts on building comprehensive readiness across the force. We must ensure our units and individual Marines are ready and able to activate at a moment's notice. We will focus all efforts to support our Service and Nation. We will continue to activate units in support of GFM while preparing the force to mobilize in anticipation of a contingency.





Priorities

The priorities in MARFORRES focus all efforts towards generating readiness at the unit of employment and individual level to provide the Service with a depth of ready capabilities that can rapidly activate to reinforce and augment the active component.

- 1) Provide mission-ready Selected Marine Corps Reserve (SMCR) units prepared for any contingency
- 2) Support Combatant Commanders' global execution of the National Military Strategy via the Global Force Management process
- 3) Develop operational readiness and Active Component integration via exercise participation
- 4) Develop, conduct, assess, and improve training in support of operational readiness
- 5) Recruit, develop, and retain talent

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MARFORRES Purpose: Role of the Marine Corps Reserve

The Naval Appropriations Act of 1916 established a Reserve Component for the U.S. Marine Corps. The purpose of MARFORRES is to maintain the readiness of assigned units and personnel, providing the Marine Corps with strategic depth. Our additional warfighting capacity must be able to integrate, augment, and reinforce the Active Component. The Marine Corps maintains a Reserve Component with the expectation of sourcing capabilities in an enduring state of readiness, equivalent to units in the Active Component, to fill any force requirement. Our task is clear: generate ready forces.





Force Generation

In his Commandant's Planning Guidance, Gen Eric M. Smith states "MARFORRES is a critical force provider that will continue to reinforce, augment and sustain the Total Force."² Force generation through comprehensive readiness is how we meet this task. The demand to utilize Reserve Component capabilities is increasing and will continue to grow. We must meet this demand with ready forces. Our readiness is our relevance. We will generate forces that can seamlessly augment and integrate with the Active Component and the Joint Force.



The relevance of MARFORRES correlates to our readiness.

² Commandant's Planning Guidance, Aug 2024



The Challenge

The challenge is building readiness within the limitations of Reserve resources. Time is our most precious commodity. MARFORRES is responsible for maintaining ready forces while restrained to a minimum of 48 inactive duty training (IDT) periods and 12 days of annual training (AT) for each Marine. During these limited periods, Reserve Marines must also complete required DoD and Service-level annual training, administrative and medical readiness, and myriad other tasks that take time away from MOS-specific training. We must generate efficiencies with our time



and resources by capitalizing on every hour our Marines are present. It is vital that all IDT and AT events deliberately focus on advancing our unit's readiness. All leaders at every echelon are tasked to think differently about training and to ruthlessly pursue efficiency in training towards sustained readiness. To meet this challenge at every echelon, we will develop a multi-year training approach (triennial) capitalizing on previously achieved mission essential tasks. There is not a minute to spare; we must lead our force to the ready edge.

All leaders at every echelon are tasked to think differently about training, and to ruthlessly pursue efficiency in training towards sustained readiness.



Training

Commanders at every echelon must focus unit and individual training on their core capability Mission Essential Task List (METL) and Individual Training Standards. Attaining the current CORE METL for any MARFORRES unit can be difficult. We must carefully analyze what is necessary and achievable for our units. Given our scarcity of resources, it is imperative we think differently. MARFORRES G-3 is tasked to define essential readiness metrics for each unit. This will take the form of an Assigned Mission METL and creates a path to sustainable readiness accounting for resource limitations. We can establish individual SMCR readiness and sustain



it while providing predictability for employment. PTP-ILOC is an opportunity we may not be afforded in future circumstances. Time allowing, PTP-ILOC will become predictable training closing the gap between readiness in an SMCR status and Core METL capability required by the Gaining Force Commander. Once established, the employment of MARFORRES units becomes predictable for the Service. All training periods with our Marines must be efficient, effective, and generate readiness.



Training Periods

IDT/AT events must generate readiness. Each unit must deliberately approach annual training, ensuring every drill builds upon previous training. Our training must efficiently achieve MET standards. Keen awareness should be given to time, focusing on meeting standards and avoiding lost opportunities. Leaders at every level will ensure respective AT plans advance readiness metrics and provide predictable analysis of readiness at the completion of the training cycle. AT events should capitalize on collective METs which are not achievable during periods of IDT. Selection and participation of units for AT events and exercises **MUST** be contingent on the unit's ability to conduct training that



advances their readiness during the exercise. We will not participate in a training event or an exercise which does not advance a unit's METL readiness. Leadership at all echelons will proactively manage their training to ensure we are optimizing opportunities to meet core capability readiness requirements.



Personnel

Our primary readiness detractor is personnel strength. Variables negatively affecting recruiting since 2020 have significantly reduced our personnel readiness. Each MARFORRES unit is designed to a table of organization illustrating specific military occupational specialty (MOS) personnel required to achieve its mission. Any unit not maintaining its billet identification codes (BICs) with qualified personnel cannot be effective in its mission. Prior Service Recruiting and the Direct Affiliation Program supply qualified Marines to fill our vacant BICs. We must retain the Marines joining our units. A culture of retention at every homesite



training center must be established and supervised. Every leader must ensure an effective sponsorship program. Mentoring and guiding our newly joined Marines ensures their transition is positive and lasting. Staff Non-Commissioned Officers are critical to this effort. We need to help Marines assimilate by understanding their individual circumstances and helping them navigate their military and civilian responsibilities. Unit readiness correlates to the percentage of BIC (MOS over rank) matches in your unit. Effective, efficient, and applicable training enhances retention, providing a “sense of accomplishment” that retains Marines; increasing our personnel readiness is required to remain relevant to the Marine Corps.

“If a Marine Fails to meet the standard, we all have a collective obligation to teach, mentor, and train that Marine until the standard is achieved.”²

– Commandants Planning Guidance Aug 2024

² CPG dtd Aug 2024



Optimize Talent

We will address manpower challenges and leverage civilian expertise to build a ready force. We will support the individual Marine as they navigate challenges in the civilian sector, support their families, and maintain their commitment to their units. We must educate our force on the opportunities within MARFORRES. To optimize talent, we need to understand what makes a Marine valuable to the civilian sector. Some Marines' civilian careers align with their MOS. In some cases, a lateral move to make the Marine more marketable in their civilian capacity or an inter-unit transfer to support employment is a viable option, necessary for growth and continued service.



In every circumstance, we can optimize our talent by understanding our Marines. Supporting our Marines' challenges outside of drill and aligning opportunities for growth and stability increases retention. We cannot expect our Marines to be fully engaged during training or periods of activation if we do not support their stability in a civilian career while serving. Aligning civilian expertise to our manpower requirements is talent management. We must identify and support individual circumstances that benefit our Marines and their ability to serve.



Equipment and Maintenance

MARFORRES units are equipped with a Training Allowance (TA) which reduces our on-hand equipment vice a full Table of Equipment (T/E). For Readiness, we report against our T/E, meaning we will always appear under equipped to perform our mission. Our TA must accurately represent what our units require to train toward their METs. The maintenance of our TA must be exceptional. At all levels, we



must maintain our ability to embark for rapid employment. Additionally, we must ensure the delta between TA and T/E is clearly identified as a sourcing requirement for activation. Our TA equipment will be required during a large-scale activation. Properly maintaining our equipment and communicating resource requirements will reduce the time an activated unit must spend in ILOC.



Mobilization

The pinnacle of MARFORRES readiness is our ability to mobilize the entire force. Over the past three and a half decades, MARFORRES has consistently activated SMCR units and individual personnel to support operations across the world. Activating at scale is a rare occurrence. We need to be ready to mobilize throughout the force.

The Gulf War

During Operation Desert Shield, President George H. W. Bush authorized the activation of Reserve forces on 22 August 1990. Following a 60-day Service-imposed delay of mobilizing Marine Corps Reserve units and personnel, an initial 1,138 Reserve Marines were activated by 18 November 1990. By the end of Operation Desert Storm, a total of 26,659 SMCR and 6,204 IRR Marines had been activated.³ Virtually all were trained, fit, and able to go to war.⁴

This feat was possible because the Reserve Component was ready. During this large-scale activation, the Service adhered to a policy of not mobilizing Reserve Marines for the first 60 days of the contingency. In today's operating environment, 60 days may not be an option.

To be ready for mobilization, we must assess our ability to support the simultaneous activation of all units within MARFORRES. At every echelon, from site support to higher headquarters, through the Major Subordinate Commands and the MARFORRES staff, we must identify obstacles, improve processes, and streamline actions to find efficiencies that ease the activation burden on the unit of employment.

³ Desert Shield/Desert Storm Employment of Reserve Component: Extracts of Lessons Learned; United States Naval War College (1993)

⁴ U.S. Marines in the Persian Gulf, 1990-1991: With the I MEF in Desert Shield and Desert Storm, pg 22



Mobilization MET

We have established a Marine Corps Task (MCT) for Mobilization creating a MET to report against in the Defense Readiness Reporting System. MARFORRES must be able to rapidly execute a large-scale activation of the entire force. In today's operating environment where our adversaries can transition to conflict at a moment's notice, leaving little time to provide notification of large-scale activation.



Preparation and training at the MARFORRES, MSC, MSE, and unit-of-employment levels is required. The Mobilization MET will implement key actions at every echelon identifying critical tasks to the Service. Action must be taken to ensure our units can activate quickly, and the Mobilization MET will help our team understand mobilization in the context of readiness. Readiness is our key to success in MARFORRES.

Responsiveness is directly tied to the authorities to activate and should not be delayed by an inability to execute.



Agility

What makes the Marine Corps different from the Joint Force is our ability to move quickly. Expeditionary operations require agility and will be of great benefit for employment in the current operating environment. A unit of employment can activate rapidly and move quickly to the Gaining Force Command, given sound staff processes, and preparation of the unit. MARFORRES must support the unit of employment efficiently and maintain required standards across the force to meet rapid mobilization requirements. The agility of MARFORRES is tied to the authorities obtained to activate. Agility compliments our preparedness for future conflicts.





Flexibility

MARFORRES will continue to embrace flexibility — the ability to bend without breaking and the ability to adapt to changing requirements. Our units of employment do not always match the requirements in today's operating environment. MARFORRES will continue adapting to non-traditional requirements by task organizing capabilities and organizational design to fill incongruous requirements. Future requirements may challenge traditional sourcing solutions due to the ever-changing dynamic around the globe. MARFORRES will remain a flexible force.





Enhance Interoperability

MARFORRES units and capabilities need to seamlessly operate with the Active Component, Joint Force, interagency, allies, and partners. The battlefield is not an independent effort by any singular service or force. Force Design is a journey placing our Service in a position to enable the success of the Joint Force by shaping strategic-level effects. To achieve interoperability, we must integrate our

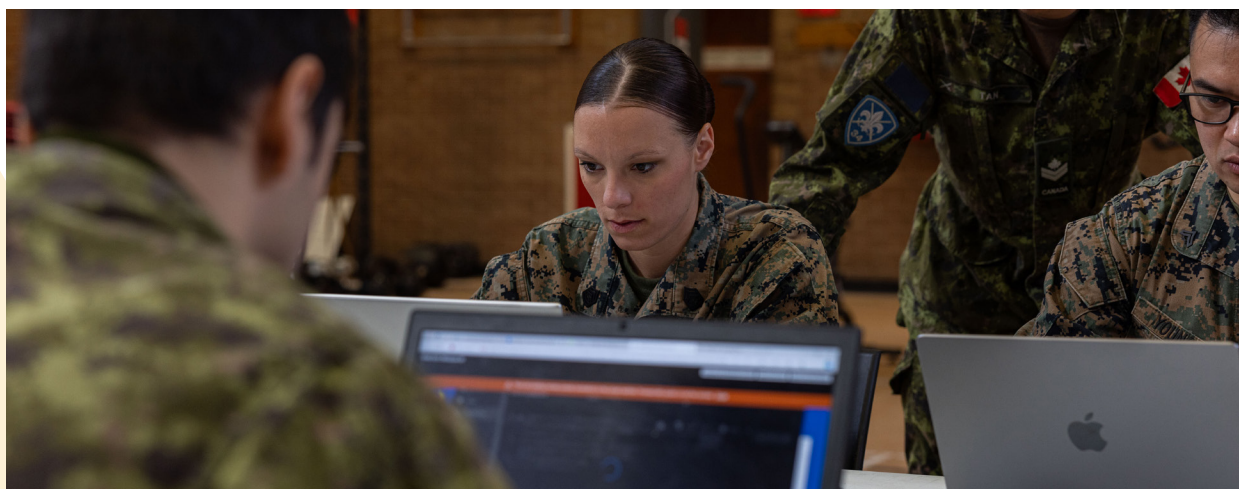


training events with the active component, other services, agencies, and partners appropriately. Interoperability is a task to the MSCs and MSEs specifically. MSCs and MSEs must find ways to integrate training events with the Active Component, Joint Force, federal agencies, allies, and partners without risking readiness. Future employment will demand interoperability, which must be practiced prior to activation.



Innovate Continuously/ Artificial Intelligence Topic

Continuous innovation is crucial to the success of any organization. Today's emerging technologies are rapidly changing the characteristics of warfare across warfighting functions. We must seek appropriate application of advancing technology that could benefit our organization. As an example, we can harness artificial intelligence (AI) as a tool to improve staff processes within MARFORRES. AI is defined by the DoW as "the ability of machines to perform tasks that normally require human intelligence."⁵ When applied correctly, AI is an emerging technology that can significantly change the way we train, plan, and fight. In support of the



Marine Corps AI Strategy, MARFORRES will strive to gain a comprehensive understanding of mission-specific problems where AI or any innovative technology offers a solution. Applying AI to information management/knowledge management within MARFORRES can modernize workflows and improve processes across all command and staff functions. If we can incorporate cutting-edge technology, experimentation, and training that maximizes our limited resources of time, equipment, money, and training opportunities, MARFORRES can become more efficient in our pursuit of readiness.

⁵ Department of Defense AI Strategy (2018)



Conclusion

The successful execution of the Comprehensive Readiness Campaign Plan is paramount to ensuring Marine Forces Reserve remains a consistently ready and reliable force. By focusing all efforts toward comprehensive readiness, MARFORRES will be well-positioned to meet the challenges of a dynamic future. Through training efficiency, strengthening mobilization preparedness, talent management, fostering interoperability, and embracing innovation, MARFORRES can support GFM requirements while remaining ready for mobilization. Regular evaluation,



data-driven adjustments, and unwavering leadership — coupled with a dedication to the core focus of remaining ready — will be essential. This campaign plan is not a set of objectives; it's a commitment to providing operational capabilities and strategic depth for the nation and leveraging the unique skills and dedication of our Marines.



Lines of Effort/Lines of Operation

MARFORRES Campaign Plan: Comprehensive Readiness

Overall Goal: *To establish comprehensive readiness within MARFORRES, capable of seamlessly reinforcing and integrating the Active Component across the spectrum of competition and conflict.*

LOE 1: Efficient MET Based Training

(Supports Priorities 1, 2, 3, 4)

- **LOO 1.1: Readiness Reporting and Analysis:** Redefine DRRS metrics to establish an achievable path for subordinate commanders. Refine DRRS data collection and analysis to provide accurate readiness assessments (site-specific analysis to define achievable metrics, PTP-ILOC predictability DRRS audits/management, data validation procedures, trend analysis).
- **LOO 1.2: Focused METL Training:** Implement triennial training cycles prioritizing Assigned Mission METLs (training by site focused on achieving METs, plan advancing holistic readiness over FY).
- **LOO 1.3: Individual Skills:** Increase proficiency through targeted training events (MOS proficiency).
- **LOO 1.4: Collective Training Events:** Increase participation in training exercises with Active Component units (exercises, MOS-specific integration of training, unit-of-employment level with appropriate broader integration).

LOE 2: Optimize Force Generation & Mobilization

(Supports Priorities 1, 2)

- **LOO 2.1: GFM Activation Support:** Proactively identify units available for GFM activations and provide appropriate resources (GFM-focused force development, identification of units/individuals, streamline activation procedures).
- **LOO 2.2: Mobilization Exercise (MOBEX):** Conduct a MARFORRES MOBEX to validate mobilization processes (mobilization order execution, site-level validation of key functions, logistical support validation).
- **LOO 2.3: Equipment Readiness:** Maintain, upgrade, and modernize TA equipment as appropriate to ensure rapid deployment (regular equipment inspections, preventative maintenance programs, modernization efforts).



- **LOO 2.4: Mobilization Staff Plans:** Establish clear and effective plans to enable rapid notification and activation of Reserve Marines (MARFORRES, MSC, Regiment/Group staff develop mobilization-specific support plans, conduct preparatory actions within each section).

- **LOO 2.5: Unit/Site Location Strategy:** Develop strategy to illustrate the desired end-state locations for SMCR units (prevent re-occurring site closures, reactivations and reshuffling of units to enhance readiness stability across the force).

LOE 3: Develop and Retain High-Quality Marines

(Supports Priorities 1, 3)

- **LOO 3.1: Attrition Mitigation:** Implement strategies to reduce attrition rates (improved on-boarding processes, create positive culture at training center level, recognizing performance/achievements, implement reporting requirement to CMFR level).

- **LOO 3.2: Mentorship Program Implementation:** Establish a formal mentorship program pairing experienced Marines with junior Marines at every level (mentor training, matching criteria, regular mentorship meetings).

- **LOO 3.3: Career Development Opportunities:** Provide Marines with access to professional development resources and training opportunities (PME, MOS courses, proliferation of additional MOS opportunities).

- **LOO 3.4: Prior Service Recruitment:** Continue leveraging prior service Marines to fill critical BICs (increase collaboration with PSR, streamline and rethink approval process, incentive programs).

LOE 4: Enhance Interoperability and Partnerships

(Supports Priorities 3, 4)

- **LOO 4.1: Integrate with AC:** As appropriate, cultivate relationships with AC counterparts at MSC/MSE and unit level to enhance training interoperability (MSC-level integration to support AC TEEP, training opportunities with counterpart).

- **LOO 4.2: Joint Exercise Participation:** Increase participation in joint training exercises (joint funding opportunity, advance unit readiness with joint opportunity).

- **LOO 4.3: Joint Training:** Establish relationships with sister service units to collaborate training opportunities (explore Joint Force training opportunities,



Joint Force Reserve unit training collaboration, staff collaboration).

- **LOO 4.4: Allied Partner Engagement:** Explore opportunities for training and collaboration with partners and allies (tactics: International exercises, exchange programs, information sharing).

LOE 5: Embrace Innovation and Modernization

- **LOO 5.1: AI Exploration and Pilot Programs:** Investigate and pilot the use of AI to improve staff processes. (AI technology assessment, promote junior-level exploration for MOS specific problem sets, pilot program implementation, data analysis).

- **LOO 5.2: Technology Integration:** Explore and adopt new technologies to enhance efficiency (technology scouting, integration with existing systems, implementation of service directed modernization).

- **LOO 5.3: Modernization:** Modernize capabilities as required by the Service (balance the requirement to modernize capabilities with allocated resources towards modernization and unit readiness).

- **LOO 5.4: Continuous Improvement Processes:** Implement a system for continuous improvement based on feedback and lessons learned (after-action reviews, best-practice sharing, process refinement).

Important Considerations:

- **Interdependence:** These LOEs and LOOs are interconnected. Progress in one area will often support progress in others.

- **Resource Allocation:** Prioritization and resource allocation will be crucial for successful implementation.

- **Monitoring and Evaluation:** Regular monitoring and evaluation are essential to track progress and adjust as needed.



