

III MEF

CAMPAIGN PLAN



2015 - 2019



Commanding General's Message

To maintain III Marine Expeditionary Force (III MEF) as the "fight tonight and win" force-of-choice for US military operations in the Pacific Theater, we will continue to balance the demands of our current lines of operation against the reshaping of the Marine Corps. Our ability to do so impacts the region and echoes throughout the world.

Our challenge: execute missions today, improve ourselves for tomorrow, and always be ready.

To meet that challenge, our focus must be on advancing the MEF along each of the seven lines of operation detailed in this Campaign Plan. We will have to allocate our resources and efforts in the most efficient manner possible in order to maintain that advance in an era of declining resources.

We can envision a spectrum of probable future operations for which we must be ready by analyzing the missions of higher commands and the threats in the theater. This broad spectrum ranges from regional goodwill engagements to forcible entry from the sea as a combined-arms Marine Air Ground Task Force. We must be ready to execute across the entirety of the spectrum, as a single service, or as a component of a Coalition or Joint Task Force.

This Campaign Plan provides a current fix of our position as well as a declaration of where we are going in Fiscal Years 2015 - 2019. A review of this document will reveal that III MEF faces multiple challenges. A more thorough examination will show that we are prepared to face them. From this document, leaders will be able to develop the intents and main efforts for their elements and will be enabled to support ongoing efforts.

As they have for the last 239 years, our Nation is counting on us to be ready. This Campaign Plan is how I envision us remaining the Marines the Nation expects as we venture into a challenging future. Let's get to work: we have missions to accomplish, Marines to prepare, and families to support.

Semper Fidelis,


JOHN E. WISSLER
Lieutenant General, U.S. Marine Corps
Commanding General, III MEF
Commander, Marine Forces Japan

Contents

1. Situation.....	4
a. General.....	4
b. Higher Headquarters.....	6
c. Adjacent Headquarters.....	7
d. Supporting.....	9
e. Allies and Partners.....	9
(1) Allies:.....	10
(2) Partners.....	11
2. Mission.....	12
3. Campaign Design.....	12
a. Commander's Intent.....	12
(1) Purpose.....	12
(2) Method.....	13
(3) Endstate.....	13
(4) Centers of Gravity (Friendly).....	14
(5) Risk.....	14
b. Lines of Operation.....	14
(1) Warfighting Readiness.....	15
(2) Trained and Ready Crisis Response Forces.....	16
(3) Theater Security Cooperation Operations.....	17
(4) Aligning Resources and Readiness.....	18
(5) Readiness and the Distributed Laydown.....	18
(6) Taking care of III MEF Personnel and their Families.....	20
(7) Strategic Messaging.....	21
c. Risk Assessment.....	22
d. Campaign Assessment and Focused Endstate.....	22
4. Conclusion.....	23

III MEF CAMPAIGN PLAN 2015-2019

1. Situation

a. General

(1) Rebalance to the Pacific. Every activity III Marine Expeditionary Force (MEF) undertakes in the Asia-Pacific Region will be viewed by partners and allies through the lens of the "Rebalance to the Pacific." The rebalance reflects the National commitment to this region, while III MEF engagements and exercises provide visible and lasting symbols of that commitment. Despite the Nation's sustained efforts over the past years in Afghanistan, Iraq and elsewhere, III MEF has continued to serve a vanguard role maintaining critical partnerships in this region. Despite the reshaping of the force structure and restructuring of dwindling military resources, III MEF's charge is to continue this important mission, maintain operational presence while improving key relationships across the region and, when needed, effectively respond to crises. Forward deployed presence enables III MEF to respond rapidly in an Asia-Pacific Region that encompasses a large majority of the earth's surface.

(2) Long-term Security Challenges. The Asia-Pacific security environment is complex and home to some of the world's

The bilateral relationships we build with our allies is key to mutual defense but also form the basis for multilateral security arrangements that can strengthen efforts to address Asia-Pacific security challenges.

Samuel J. Locklear
COMMANDER U.S. PACIFIC COMMAND

most likely flashpoints. A recalcitrant and aggressive North Korea remains technically at war with the United States and its ally, the Republic of Korea (ROK). Beyond the eastern seaboard of the Asian continent an increasingly assertive People's Republic of China (PRC) is challenging the

territorial *status quo* through targeted and incremental actions directed against two treaty allies of the United States and other partners in the region. Meanwhile, political instability and under-governed areas in several Asian countries provide

fertile soil for instability by non-state actors potentially undermining the interests of the United States and its partners.

(3) Changing Security Landscape. The overall security environment in the Asia-Pacific Region is changing. In North Korea, while the provocation cycle has not changed, the ROK's willingness to tolerate provocations appears to be waning. The PRC is demonstrating an increased willingness to apply forceful measures to achieve political aims. These increasingly assertive actions are motivating many regional partners to participate in cooperative security activities with the United States. The armed forces of these nations seek to deepen security ties with III MEF, with several pursuing Marine assistance to improve their amphibious capabilities; something critical to operational maneuver in defense of their own territories.

(4) Natural Disasters. Millions of people live within 100 miles of the coastline within the Asia-Pacific region that also is home to some of the largest cities on the planet. Asia is historically susceptible to natural disasters where tens of thousands of lives are lost or affected each year. In the past decade, III MEF has repeatedly been called upon to respond to devastation caused by earthquakes, tsunamis, typhoons, and floods. These disasters will continue to affect III MEF operations and exercises. By maintaining excellence in the key warfighting functions of command and control, logistics, and maneuver, III MEF has been and will continue to be ready to respond to humanitarian assistance and disaster relief (HA/DR) operations.



(5) Distributed Laydown. Due to past regional agreements, III MEF is dispersing its forces across the Pacific.

This new reality will challenge the MEF's ability to train as a cohesive unit and challenge its ability to respond quickly across the range of operations. As III MEF executes planned moves over the next decade, III MEF will devise new concepts for force employment, apply innovative operational design to lasting challenges and enhance techniques for rapid aggregation. These actions will combine to mitigate the risks inherent in the new operational laydown, ensuring III MEF remains the partner of choice in the region and always ready to respond to crises.

b. Higher Headquarters. III MEF's steady state operations are determined by multiple higher headquarters, representing service, joint, and combined operational interests.

(1) **Headquarters, U.S. Marine Corps (HQMC)** consists of the Commandant of the Marine Corps and those staff agencies that advise and assist him in discharging his responsibilities



prescribed by law and higher authority. The Commandant is directly responsible to the Secretary of the Navy for the total performance of the Marine Corps. This includes the administration, discipline, internal organization, training requirements, efficiency, and readiness of the Service.

The United States Marine Corps (USMC) is a branch of the U.S. military responsible for providing power projection from the sea, utilizing the mobility of the U.S. Navy to rapidly deliver combined-arms task forces to global crises. Alongside the U.S. Navy, the Marine Corps operates under the United States Department of the Navy.



(2) As the Geographic Combatant Commander (GCC), **United States Pacific Command (USPACOM)** is III MEF's senior operational commander. USPACOM sets the operational priorities within its area of responsibility (AOR), thereby influencing all III MEF engagements. Additionally, the Commanding General, III MEF reports directly to the Commander, USPACOM in his role as Commander, Joint Task Force 505 (JTF-505) when activated.



(3) **Marine Forces Pacific (MARFORPAC)** is III MEF's Service Component headquarters in PACOM. The Commandant's guidance, passed through MARFORPAC, sets Service priorities for manning, training and equipping U.S. Marine Forces in the Pacific, and establishes broad guidance for III MEF's regional engagement priorities.



(4) **United States Forces Korea (USFK)** is the sub-unified command responsible for defending the ROK against external aggression in order to maintain peace and stability in East Asia. The Commander, USFK also serves as Commander, Combined Forces Command (CFC), and Commander United Nations Command (CDRUNC). Operationally, the Commanding General, III MEF reports to the Commander, CFC as the Combined Marine Component Commander Wartime (CMCC/W) in the event of a crisis in the Korean Theater and conducts planning, engagement, and training activities in support of CFC maintaining peace in NE Asia. Should deterrence fail, III MEF is prepared to deploy in support of CFC objectives, partner with the ROK Marine Corps, and to defend the ROK.



(5) **United States Forces Japan (USFJ)** is the sub-unified command responsible for performing critical liaison roles with the Government of Japan (GoJ) in both peace and war. It ensures U.S. forces in Japan receive the support required to maintain operational readiness. As the senior US commander in Japan, COMUSFJ represents all the US forces in Japan to the GoJ and has the lead on joint and bilateral matters. The Commanding General, III MEF reports directly to COMUSFJ as Commander, Marine Forces Japan (MARFOR-J). The Commanding General, III MEF is the Okinawa Area Coordinator (OAC) and coordinates matters of inter-service interest peculiar to Okinawa area and assumes duties as the on-scene commander in a emergency situation.

c. Adjacent Headquarters

(1) The **5th Air Force (U.S. Air Force, Japan (USAFJ))** in Yokota Air Base (AB), Japan, has the mission to maintain the

deterrent force posture of the United States and to conduct offensive and defensive air operations, should deterrence fail. Accordingly, III MEF coordinates and cooperates with USAFJ in bilateral exercises and engagements with the Japan Self-Defense Forces.

(2) The **7th Air Force and Air Component Command** located in Osan AB, Korea, serves in Korea as part of a joint/combined team. The mission of 7th Air Force is to deter, protect, and defend the ROK against attack from North Korea. III MEF coordinates and supports the application of air power with the 7th Air Force during exercises in the KTO.

(3) The **13th Air Force** is headquartered in Anderson AB, Guam. The 13th Air Force commands the only Air Force-led standing JTF, JTF Support Forces-Antarctica. III MEF cooperates with the 13th Air Force's, 36th Contingency Response Group (CRG) during HA/DR operations, including most recently Operation DAMAYAN.

(4) **U.S. Army, Japan, (USARJ)** in Camp Zama, Japan, is charged during peacetime with operating port facilities and a series of logistics installations throughout Honshu and Okinawa. USARJ participates actively with the Japan Ground Self-Defense Force (JGSDF) in bilateral training exercises and the development of bilateral plans. USARJ maintains and strengthens the credibility of deterrent power in the Pacific through maintenance of defense facilities, war reserves, and operational project stocks. III MEF cooperates with USARJ in exercises and engagements with the Japan Self-Defense Forces (JSDF).

(5) **8th U.S. Army (EUSA)** supports deterrence of North Korea aggression against the ROK. Should deterrence fail, EUSA supports non-combatant evacuation operations (NEO) and other missions. In peacetime, III MEF forces deploy to the ROK to conduct planning, engagement, and training with EUSA counterparts. During crisis, III MEF will deploy and operate side-by-side with EUSA ground forces in defense of the ROK.

(6) The **U.S. Navy's 7th Fleet** in Yokosuka, Japan has maintained a presence in the Western Pacific and Indian Ocean to promote peace, regional cooperation and stability. The 7th Fleet serves with III MEF to continually execute missions that enable maritime superiority through effective command and control, prosecution of naval fires, and operational maneuver. Their amphibious element, Commander Task Force 76 (CTF76), is headquartered at White Beach on Okinawa, Japan.



(7) III MEF works closely with **I MEF, Camp Pendleton, CA** by routinely synchronizing capacity building activities in the USPACOM AOR. Additionally, I MEF provides units to the Unit Deployment Program (UDP) rotations.

(8) III MEF works with **II MEF, Camp Lejeune, NC**, as II MEF also provides units to the UDP rotations.

d. Supporting. **Marine Corps Installations Command, Pacific (MCIPAC)** is the critical base of support for everything III MEF accomplishes in the region. This strong relationship improves the flexibility and effectiveness of III MEF forces, enables operations, and ensures strategic consistency during interaction with allies partners in the region. MCIPAC also directly supports MEF families, ensuring essential services are provided, and enabling deployment readiness for the MEF.



e. Allies and Partners. III MEF works with numerous allies and partners in the region on a daily basis. Many allies and partners are determined to develop amphibious and expeditionary capabilities. This presents a unique opportunity for the USMC -- and III MEF, specifically -- to offer a core competency that no other Service can provide.

(1) Allies:

(a) The **Republic of Korea Marine Corps (ROKMC)** is the world's second largest Marine Corps with several new amphibious



ships and an ever-increasing independent capability. They are partners with III MEF for contingencies on the Korean Peninsula and conduct multiple exercises, bilateral training events, and staff talks with III MEF counterparts throughout the year. During

peacetime, ROKMC sustains alert, expeditionary combined-arms divisions and trains to amphibious core competencies. During wartime, ROKMC combines with III MEF and other USMC forces under the CMCC(W).

(b) The **Japan Self-Defense Forces** have the mission to defend Japan from a direct and indirect invasion. As the security environment changes and the Japanese peoples' expectations of the JSDF have increased, the focus of the JSDF has expanded beyond its traditional mission of the defense of Japan. As the host nation, Japan partners with III MEF forces daily. Bilateral relations are further enhanced through the Japan Observer Exchange Program (JOEP), in which JSDF and USMC personnel conduct professional visits to observe training or other professional events. Five liaison officers from the JGSDF are assigned to III MEF to provide advice on issues such as JOEP and Senior Level exchanges.

(c) The **Australian Defence Force (ADF)** has the mission to defend Australia and its national interests both at home and overseas, protecting Australia's borders and undertaking humanitarian operations. The ADF has four key tasks: the defense of Australia and its direct approaches; contributing to the security of neighboring countries; supporting Australia's wider interests and objectives; and contributing to peacetime national tasks. Defeating the threat of terrorism, countering the

proliferation of weapons of mass destruction, and supporting regional states in difficulty remain the highest priorities for the ADF. III MEF routinely trains alongside the ADF during exercises and is building a Special Purpose MAGTF capability in northwest Australia as Marine Rotational Forces-Darwin (MRF-D).

(d) The **Royal Thai Marine Corps (RTMC)** has the mission to conduct combat and special operations on both land and sea in defense of the Kingdom of Thailand. A component of the Royal Thai Navy (RTN), the RTMC is also responsible for the security of naval installations in the Kingdom. Formed in 1932 with the assistance of the U.S. Marine Corps, the RTMC has maintained a relationship with the USMC throughout its existence. III MEF routinely partners with and exchanges tactics, techniques, and procedures with the RTMC and the RTN during bilateral training exercises in Thailand.

(e) The **Philippine Marine Corps (PMC)** is a two-star headquarters within the Philippines Navy and constitutes a large portion of the combat forces in the Sulu Archipelago. The PMC has an enduring relationship with III MEF and 3d MEB as a result of long-standing operational requirements related to the execution of real-world HA/DR responses (e.g. Operation DAMAYAN) and annual bilateral exercises (e.g. Amphibious Landing Exercise (PHIBLEX) and Exercise Balikatan). Additionally, the Philippines Marine Engagement Program (PMEP) was established to enhance the PMC-USMC relationship and posture forces for HA/DR response.

(2) Partners

(a) India. India will play a primary role in determining the future of the Indo-Pacific region. Building and sustaining a strong U.S.-India partnership is a priority for the U.S. government. III MEF will continue to seek opportunities for the establishment and strengthening of military-to-military ties with India, especially in regards to responding to HA/DR and major medical threats.

(2) Indonesia. In the coming years, III MEF anticipates an increase in the opportunities to engage trilaterally with Indonesia and Australia. Indonesia's Korps Mariner (KORMAR) is

the primary partner. Key areas for cooperation are Expeditionary /Amphibious TTPs, Urban Operations, and HA/DR skill-sets.

(3) Malaysia. Although the Malaysian Armed Forces (MAF) do not currently have a dedicated amphibious force, MAF is seeking to develop those capabilities. III MEF will play a major role in support of MAF efforts through Cooperation Afloat Readiness and Training (CARAT) exercises and the integration of the MAF in Exercise Cobra Gold in Thailand.

(4) New Zealand. New Zealand Defense Force doctrine calls for development of a future Joint Amphibious Task Force. Opportunities with New Zealand are rapidly expanding for III MEF as their highly capable forces will enable improved interoperability as well as enhanced regional security.

(5) Singapore. The Singapore Armed Forces are one of the most capable militaries in the PACOM AOR. III MEF engagement efforts focus on increasing interoperability, maintaining access in order to support a variety of regional requirements, and leveraging Singapore's premier training venues.

(6) Taiwan. Although U.S. policy requires certain restraints on engagement with Taiwan, Navy-Marine Corps bilateral discussions and exercise observer exchanges provide limited engagements. These engagements, comprised of Mobile Training Teams (MTTs) and Subject Matter Expert Exchanges (SMEE), focus on developing specific Taiwan Marine Corps capabilities.

2. Mission. On order, III MEF conducts expeditionary amphibious/air/ground/logistics operations and as directed, provides task organized joint and combined forces for contingency operations, crisis response and theater security cooperation events in order to meet Geographic Combatant Commander requirements across the spectrum of operations.

3. Campaign Design

a. Commander's Intent

(1) Purpose. Provide warfighting "fight tonight" capabilities to the Geographic Combatant Commander. Posture the

force to shape regional stability, deter aggression, respond to crises, and defeat adversaries while ensuring support for Overseas Contingency Operations.

(2) Method. Maintain an expeditionary force of

equipped, trained, and combat-ready Marines and Sailors, to execute a robust theater security engagement and exercise schedule while posturing for real world operations. Ensure that each task and requirement supports our readiness to conduct contingency operations, crisis response, and theater security cooperation (TSC). Assess and refine Operations, Actions and Activities (OAAs) to



ensure they are achieving the desired results in a fiscally responsible manner.

(3) Endstate

(a) III MEF personnel (Marines, Sailors, and civilians) are in a "fight tonight" state of readiness; they are properly trained and equipped to rapidly execute contingency operations.

(b) III MEF is trained and prepared to execute combined and/or joint forcible entry from the sea and sustained operations ashore in support of OPLANS/CONPLANS.

(c) Elements of III MEF maintain ongoing engagements in the USPACOM AOR in accordance with USPACOM's TSC objectives.

(d) III MEF is capable of operating in a joint and combined environment, to include serving as the core of a Joint or Combined Task Force.

(e) Resources are properly aligned to ensure combat readiness and III MEF forces and are fully postured and prepared for future operations.

(f) Family members' needs are addressed, with families fully aware of the important mission they and their Marine or Sailor is supporting on behalf of the Nation.

(4) Centers of Gravity (Friendly). As the Marine Corps adjusts its Pacific laydown to support strategic objectives, the III MEF focus will be on preserving its Centers of Gravity (COG) of operational readiness and regional partnerships. With the MEF AOR being a potential crisis area and the source of eighty percent of the world's natural disasters, the premise for the MEF's approach is that the Marine Corps will remain a historic power in the Pacific region. By enhancing the MEF's operational readiness and engagements with partners in the region, the effects will be continued deterrence against those seeking to destabilize the region, enhanced crisis response, and new partnerships with emerging powers.

(5) Risk. Changes in the strategic landscape, the MEF's force structure and laydown, and fiscal resources will inevitably result in risk considerations. Furthermore, technological advancements in the areas of cyber warfare and weaponry will amplify risk to the interests of the United States and its allies - we need to comprehend this dynamic environment and effectively shape it while integrating risk mitigation measures into MEF planning. Hard choices and some risk acceptance will be necessary, so it's incumbent upon the leaders of III MEF to ensure the MEF's forces are ready to respond to crisis today or fight tonight and win.

b. Lines of Operation. To achieve the Commander's Intent, III MEF will focus on seven lines of operation (LOO): (1) Warfighting Readiness; (2) Trained and Ready Crisis Response Forces; (3) Theater Security Cooperation Operations; (4) Aligning Resources and Readiness; (5) Readiness and the Distributed Laydown; (6) Taking Care of Personnel and Their Families; and (7) Strategic Messaging.



(1) Warfighting Readiness. This is the main effort and is the foundation for all other LOOs. III MEF must be able to provide manned, trained, and equipped Marine Air Ground Task Forces (MAGTF) to Combatant Commanders (CCDR) when called upon.

(a) Execution. An operationally focused mindset will be maintained by emphasizing those tasks that enable III MEF to sustain or enhance its warfighting prowess. More specifically, III MEF will accomplish this through mission-oriented training, concentrated material readiness activities, and by constantly honing its warfighting skills.

(b) Future Operations. As the Marine Corps continues to rebalance to the Pacific, the III MEF laydown will increase in number and geographic distribution. The results of the Defense Policy Review Initiative (DPRI), UDP, and MRF-D efforts will posture III MEF to take advantage of additional training opportunities in new venues.

(c) Planning. III MEF will actively attempt to integrate allies and security partners in training to mature interoperability, develop compatibility, and strengthen relationships to the benefit of warfighting readiness.

(2) Trained and Ready Crisis Response Forces. III MEF prepares combat ready forces to support Commander, USPACOM warfighting and crisis response requirements. Leadership's foremost responsibility is to ensure the combat preparedness of the force and will make this the top priority.

(a) Execution
(2015). III MEF has reconstituted its warfighting capabilities with resumption of the UDP and enhanced its command and control capabilities, from the MEF-level down, through several challenging exercises. III MEF is prepared to employ its forces in support of OPLANS/CONPLANS and to deploy its Alert Contingency MAGTF within prescribed timelines.



(b) Future Operations. Over the next three years, III MEF will pursue judicious adjustments to its legacy force list in order to ensure the most effective mix of capabilities suited to contingency requirements. These initiatives will answer operational requirements and leverage both current and future Marine Corps capabilities and technologies. This effort will include such initiatives as increasing the AV-8B Harrier deployment cycle to provide a full Marine Attack squadron UDP presence as well as instituting a High Mobility Artillery Rocket System (HIMARS) unit deployment to the Western Pacific region.

(c) Planning. III MEF will register its critical requirements through the Joint Capabilities Integration Division System (JCIDS), Program Objective Memorandum (POM), and other mechanisms to ensure it retains the necessary inter and intra-theater lift to support its demanding TSC schedule and to respond to crises. III MEF will work to field emergent

capabilities early ensuring its combat formations have every advantage and demonstrating the Nation's resolve to support partners and allies in the region.

(3) Theater Security Cooperation Operations. III MEF conducts TSC in accordance with the guidance provided by service and operational headquarters to ensure regionally executed training, exercises, and engagements align with U.S. national



security objectives. Working closely with allies and partners, III MEF remains postured to respond in a cooperative and effective manner to crises, contingencies, and disasters.

(a) Execution. III MEF's TSC Plan provides guidance to Training Exercise Employment Plan (TEEP) development, ensures training and readiness standards are advanced, and

higher headquarters' security cooperation objectives are achieved. As forces conduct these exercises, they will ensure lessons learned are effectively captured and assess the impact each exercise has on the achievement of III MEF strategic objectives.

(b) Future Operations and Planning. III MEF continues to work closely with partners and allies to ensure mutual interests are appropriately defined and achieved. Forward-thinking planning efforts will chart a positive course for capabilities development with each partner nation. III MEF will also seek to leverage these events in order to demonstrate crisis response capabilities and freedom of action in support of regional cooperative security.

Active regional engagements by III MEF, in coordination with allies and partners, advances U.S. security initiatives through the development of common interests, shared values, and cooperative security and assured access.

(4) Aligning Resources and Readiness. III MEF formulates its budget consistent with Title 10 responsibilities to support the Commander, USPACOM's theater objectives and TSC plans. The III MEF budget must effectively sustain unit readiness to meet the demands of the National Military Strategy.



(a) Execution. III MEF captures all activities associated with operations including corresponding mission essential task/training and readiness events, resource requirements, Marine Training Days, limiting factors, resource/fiscal needs, and operations and training planning assumptions to provide operational requirements and resource analyses.

(b) Budgeting. III MEF shall use the "Cost to Run a MEF" (C2RAM) analysis tool and its delivered data to support the annual POM submission in order to request adequate resources to support training requirements and operational responsibilities. The C2RAM cost resource analysis support tool will create a credible, repeatable, and sustainable approach that enables III MEF to effectively, allocate fiscal resources against all unit-training plans.

(c) Planning/Programming. III MEF's TEEP shall serve as the core reference to develop and program a comprehensive budget that reflects III MEF's intent and higher headquarters' priorities. III MEF's budget will extend across five fiscal years, reflecting the systematic analysis of missions and objectives to be achieved, alternative methods of accomplishing those objectives, and associated risk to ensure the effective allocation of the resources.

(5) Readiness and the Distributed Laydown. As III MEF disperses its forces across the Pacific, it will work to

mitigate the growing 'tyranny of distance' challenges such moves present. Given the impact to mission and Doctrine, Organization, Training, Material, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P), this effort requires concerted attention.

(a) Execution. In the near term, III MEF reduces total number of Marines on Okinawa, by transferring VMGR-152 to Iwakuni, Japan. This first move will serve as a test bed to help improve operations from future dispersed locations. Lessons learned, especially related to the impact on intra-theater lift timelines and support requirements, are critical to ensuring the optimal mix of personnel are resident within the distributed laydown.



(b) Future Operations. III MEF is actively exploring targeted plan adjustments to ensure capabilities are accomplished in an operationally sound and politically sustainable manner.

(c) Planning. Over the long-term, III MEF must ensure it provides the necessary capabilities at each distributed location to ensure it retains the ability to execute operations as a combat ready MAGTF. Additionally, III MEF must develop aggregation solutions that overcome projected transportation shortfalls, which can impact both crisis response and TSC engagements.

(d) Support. This LOO must be integrated with Theater Security Cooperation Operations to ensure relevant access and interoperability are maintained. This LOO must be integrated with Aligning Resources and Readiness to ensure increased operating costs are captured and mitigated.

(6) Taking care of III MEF Personnel and their Families.



As the only continuously forward deployed MEF in the Marine Corps, III MEF is a leading organization in the strategic efforts to execute the Pacific Rebalance. Due to the high tempo of training and real world events, III MEF personnel are frequently away from home. The welfare of Marines, Sailors, Civilians, and Families is essential so they can be successful while deployed

and in garrison. Total Force Manpower Management's lines of effort will focus on personnel readiness and retention in order to properly take care of III MEF personnel and their families.

(a) Readiness. Personnel readiness requires Marines, sailors, civilians, and families to be mentally, physically, socially, and spiritually fit. Their welfare will contribute to the III MEF Commander's intent of creating the most ready and capable warfighting MEF that can "fight tonight and win." Advances in personnel systems providing accurate, timely, and reliable capabilities in both deployed and garrison environments will enable the uninterrupted support to forward deployed personnel distributed throughout the Pacific.

(b) Retention. The Marine Corps is reshaping the force and III MEF will continue to retain the best and most qualified Marines by taking a deliberate approach to the achievement of its assigned retention goals. Continued education on force shaping efforts is essential and will enable III MEF personnel to make educated career decisions as opportunities for retention become limited.

(c) Future Operations and Planning. The MEF will regularly be faced with two distinct operational constructs that drive personnel support planning: Humanitarian Assistance/Disaster Relief (HA/DR) and contingency operations (including training and exercises simulating crisis response). The process of conducting staff analyses, identifying personnel

gaps and shortfalls, sourcing individual augments, managing tables of organization, and coordinating deployments all contribute to deploying the most ready and operationally capable MEF. Close coordination with III MEF command element directorates and major subordinate commands will facilitate the planning efforts.

"The United States is a Pacific power, and we are
here to stay"

Barack Obama
President of the United States

(7) Strategic Messaging. The Marine Corps relies upon the support of the Nation for its very existence, and III MEF must therefore continue to tell the story of who we are and what we do. This story must be consistent and communicate the right message to the right audience at the right time. Allies and potential foes monitor our words, deeds and actions continuously, therefore we must remain consistent and proactive with our communication strategy.

This LOO will:

(a) Integrate communication and information mediums for all audiences to achieve effects and results aligned with Marine Corps interests, policies, and objectives.

(b) Ensure consistent messaging among staff agencies with communication principals, including the Office of USMC Communication, Legislative Affairs, and Recruiting Command.

(c) Develop and communicate themes and messages that build, strengthen and retain support that will ensure the Corps' prosperity and longevity. Work with our allies and know when to lead, support or reinforce the commander's communication strategy.

(d) Emphasize Marine Corps' core values, mission, and priorities to accurately and effectively demonstrate the unique culture to of Marines, Sailors and allies. This is the foundation of our strength and esprit de corps that affects all other activities and actions that result in "Mission first, Marines always."

c. Risk Assessment

(1) Because of the changing strategic landscape, there is an increasing demand for III MEF forces to operate with current and potential future partners and allies. This development is juxtaposed against an era of projected declining resources, coupled with III MEF forces increasingly dispersed across the AOR. This presents unique challenges to the III MEF mission, requiring forward and adaptive thinking, as well as the effective application of finite resources to the most important priorities to ensure success.

(2) The impact of distributed laydown on planning (operational, exercise and crisis) presents significant challenges. The ability to effectively command and control forces across the area of operations, and re-aggregate those forces effectively in time and space will have to be rehearsed continually. Systems must be in place at each location to enable effective collaborative planning and synchronization of efforts if the MEF is to be successful. The MEF will have to be virtually linked, which requires additional resources, facilities, and capabilities requirements.

d. Campaign Assessment and Focused Endstate

(1) Inherent to this Campaign Plan is the continuous monitoring and evaluation of the MEF's Operations, Activities and Actions (OAA) to identify opportunities, threats, and gaps in information and used to judge success or progress.

(2) Campaign assessment will occur at all echelons of the command and is applicable to all aspects of the MEFs OAA's. It is laser-focused on the specified end state and designed to answer the following questions: "*Are we doing things right?*" "*Are we doing the right things?*" "*What's next?*" and "*When?*"

(3) Measures of Performance will be developed to assess MEF actions tied to task accomplishment to answer the question: "*Are we doing things right?*"

(4) Measures of Effectiveness will assess changes in the operational environment tied to the attainment of an endstate and answer: "*Are we doing the right things?*"

(5) The Commander's Intent Development Board, C2RAM model and TEEP will be the primary means to insure OAAs progress the MEF toward the stated endstates while remaining good stewards of the taxpayers' dollars and answer "*What's next?*" and "*When?*"

4. Conclusion

As a forward-deployed, expeditionary force-in-readiness, III MEF is optimally suited for forward-presence, engagement and rapid crisis response. These characteristics keep III MEF at the leading edge of the strategic rebalance to the Pacific and make this one of the most dynamic commands in all of the Department of Defense. This Campaign Plan, designed on a foundation of readiness and partnerships, ensures that III MEF operations remain aligned with strategic objectives and are as efficient as they are effective.



 **COMBAT CAMERA CENTER**
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