



**DEPARTMENT OF THE NAVY**  
**HEADQUARTERS UNITED STATES MARINE CORPS**  
**3000 MARINE CORPS PENTAGON**  
**WASHINGTON DC 20350-3000**

MCO 5400.55  
PP&O (PD)  
9 OCT 2020

MARINE CORPS ORDER 5400.55

From: Commandant of the Marine Corps  
To: Distribution List

Subj: ROLES AND RESPONSIBILITIES FOR MARINE CORPS DEFENSE POLICY REVIEW  
INITIATIVE FORCE POSTURE REALIGNMENT

Ref: See enclosure (1)

Encl: (1) References

1. Situation

a. The 2006 United States Government (USG) - Government of Japan (GOJ) Roadmap for Realignment Implementation outlines major U.S. military force posture realignments in the Indo-Pacific region. Nine of the Agreed Implementation Plans (AIPs) (reference (a)) within the overarching USG-GOJ Defense Policy Review Initiative (DPRI) affect the Marine Corps and represent the most complex, comprehensive, and enduring force posture and facilities realignments undertaken by the service since the end of World War II.

b. In 2009, the Marine Requirements Oversight Council (MROC) established a Pacific Posture Program Office under Deputy Commandant (DC), Plans, Policies, and Operations (PP&O), in order to create an authoritative enterprise-level Program Office to guide the development of requirements, plans, and policies, and coordinate with external agencies in support of the AIPs (reference (c)).

c. DPRI is a multi-year, multi-phase, and multi-billion dollar initiative that will shape force posture for the decades to come. DPRI execution is core to Service level planning and has strategic implications for the entire Marine Corps. DPRI actions require institutional oversight and direction in the prioritization and timing of execution to ensure alignment with strategic priorities of concern to the Marine Corps and multiple external stakeholders, to include the Department of the Navy (DON), Department of Defense, Congress, and the GOJ.

d. In 2019, DC PP&O convened an Enterprise Organizational Planning Team (EOPT) with broad representation from the institution, which examined the 2009 design for the DPRI enterprise (reference (d)). The April 2019 Executive Off-Site approved the EOPT recommendation that a Marine Corps Order be published to codify roles and responsibilities, enterprise-wide program governance, and posture the DPRI enterprise.

e. This Order is supported by and in accordance with references (a) through (u), and supersedes references (c), (d), and (k), modifies in part reference (h), and is subject to review every 12 months per reference (e).

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2. Mission. Upon receipt of this Order, DPRI enterprise stakeholders shall assume directed roles and responsibilities in order to achieve unity of effort for the Fleet Marine Force and Supporting Establishment posture realignment in the Indo-Pacific region.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Stakeholders, both internal and external to the Marine Corps, ensure the Marine Corps is postured to align DPRI execution to strategic priorities and to manage institutional, policy, and operational risk associated with DPRI. DPRI execution is in support of the Commander, United States Indo-Pacific Command (CDR USINDOPACOM).

(b) The following actions achieve the desired future state:

1. Set conditions for the future force.

2. Enable operational capability of III Marine Expeditionary Force throughout implementation of DPRI.

3. Comply with international agreements as required, and policy objectives per timelines and requirements set in references (a) and (f), or as amended.

4. Mitigate Marine Corps institutional risk.

5. Execute costs for Guam per reference (g), or per congressional direction.

6. Maintain good stewardship of USG and GOJ funds.

(2) Concept of Operations. While CDR USINDOPACOM is the Office of Coordinating Responsibility (OCR) for the overarching DPRI effort, DC, PP&O is the Office of Primary Responsibility (OPR) within the U.S. Marine Corps. This order sustains the Program Office within PP&O established by reference (c) to oversee Pacific realignment; develop Marine Corps policies; guide planning; and coordinate both within the Marine Corps and with external agencies. Additionally, this Order transfers and reassigns responsibilities and authorities for DPRI installation-related activities from the Fleet Marine Force to HQMC. Director, Pacific Division (PD), serves as DC, PP&O's Enterprise Program Manager, responsible for ensuring plans developed across the enterprise are synchronized and prioritized to achieve the desired end state. All other Service stakeholders are in support, as detailed in the tasks and coordinating instructions contained within this order.

b. Tasks

(1) DC, PP&O

(a) Serve as the authoritative Headquarters organization for DPRI to provide institutional oversight and direction of strategic prioritization and timing for program planning and execution at Headquarters Marine Corps

(HQMC), adjacent, and supporting organizations representing CMC Title 10 equities, to include joint matters.

(b) Lead and coordinate HQMC representation of the DPRI Program to ensure strategic alignment with the Office of the Secretary of Defense, DON, the Joint Staff, USINDOPACOM, Congress, the GOJ, and other external organizations.

(c) For the Marine Corps, lead DPRI-related engagement with foreign governments and ensure compliance with international agreements as required.

(d) Coordinate with Communication Directorate (CD) in its creation of a DPRI communication plan to ensure coordination and synchronization of key communication themes and objectives across the Service.

(e) Within 45 days after the publication of this Order, establish a governance framework which includes the vision, mission, goals, and objectives for the execution of DPRI Indo-Pacific posture realignment. The framework will leverage, to the extent possible, and align to established fora, such as the Marine Requirements Board and the MROC.

(f) Lead DPRI-related force posture assessments and planning.

(g) Oversee, synchronize, and validate the alignment of plans, enterprise-wide, through the establishment of metrics, milestones and planning factors to guide planning and execution. In order to provide visibility for enterprise governance and oversight, establish and maintain an integrated master plan, Enterprise Program Management Plan (EPMP), and Program Management Information System.

(h) Conduct continuous assessment of DPRI Program progress toward goals.

(i) Be prepared to participate in audits as directed. Conduct audits of the DPRI Program as required.

(j) Identify operational, mission, policy and resource risks at the program level, and recommend risk mitigation strategies, to include the prioritization of resources.

(k) Support the Program Objective Memorandum (POM) build and inform the planning, programming, budgeting, execution, and assessment (PPBEA) process, maintaining oversight of the DPRI Program throughout. Consolidate the DPRI-related enduring and non-enduring resource plans from organizations supporting DPRI to inform program analysis. Coordinate and integrate, through Deputy Commandant, Programs and Resources (DC, P&R) the DPRI resource requirement through the future years' program cycle.

(l) Oversee proposed changes to the consolidated PP&O DPRI Planning Group Table of Organization (T/O) per reference (i).

(m) Oversee and manage the DPRI Guam congressional cost cap per reference (g), in coordination with DC, P&R.

(n) PD will sunset once DPRI force posture is approved by the Commandant and plans to achieve the desired future state (para 3.a.(1)(b)) have matured to allow for appropriate headquarters staff and agencies to execute in routine staff channels.

(2) DC, Installations and Logistics (I&L)

(a) Upon the transfer from COMMARFORPAC, assume all DPRI-related military construction, installation support, and base operation responsibilities and authorities.

(b) Within 45 days after publication of this Order, develop a plan of action and milestones (POA&M) with Commander, MARFORPAC to articulate how the transition of authority directed in this Order will be implemented without disrupting program execution.

(c) Develop and maintain an integrated master schedule for installation-related DPRI efforts.

(3) DC, Programs and Resources (P&R)

(a) Ensure DPRI appropriated Military Construction (MILCON), Family Housing Construction, related personnel, procurement, and operation and maintenance (O&M) funds are maintained for use within the DPRI Program.

(b) Identify and track funds across all Marine Corps Program Codes, Program Elements, Budget Line Items, and Appropriations related to DPRI requirements to provide visibility of all program-related costs.

(c) Publish procedural and annual fiscal guidance for management of DPRI resources through the PPBEA process, in coordination with DC, PP&O, and other DPRI enterprise stakeholders.

(d) Coordinate with PP&O, the Department of the Navy's Appropriations Matters Office (FMBE), and Communication Directorate (CD) regarding DC, P&R-led DPRI engagement with the Congressional Appropriations Committees.

(4) DC, Combat Development and Integration (CD&I)

(a) Coordinate with DC, PP&O, DC, AVN, DC, I&L, DC, P&R, and CG TECOM to ensure DPRI planning efforts accurately reflect current and future Service-wide requirements and capabilities.

(b) Ensure USMC structure in the PP&O DPRI Planning Group T/O is reviewed by applicable stakeholders. Any changes will be mapped or transferred through the Service's Table of Organization and Equipment Change Request (TOECR) process per reference (1).

(c) Conduct a Doctrine, Organization, Training, Material, Leadership and Education, Personnel, Facilities, Policy review of the DPRI Program.

(5) Commanding General, Training and Education Command (TECOM)

(a) Coordinate with enterprise stakeholders in the development of training requirements specific to DPRI.

(b) In accordance with reference (s), ensure the development, fielding, and sustainment of range safety/design, range training systems, simulation/simulator training systems, support systems, services, and other training resources in support of DPRI.

(6) DC, Information (I)

(a) As required, and in coordination with other DPRI Enterprise Organizations, mitigate risk to Operations in the Information Environment (OIE) functions and capability areas, both during and after completion of the Indo-Pacific force posture realignment, to the fullest extent possible.

(b) Coordinate with PP&O on DPRI enterprise information management requirements.

(7) DC, Aviation (AVN)

(a) As required, and in coordination with other DPRI Enterprise Organizations, ensure DPRI-related force posture adjustments are incorporated into the annual Aviation Plan, and comply with Director, Communication DPRI communication plan.

(b) Develop, sustain, and integrate policies and actions across the Naval Aviation Enterprise to ensure aviation operational readiness during DPRI implementation.

(c) As required, and in coordination with other DPRI Enterprise Organizations, identify operational, mission, policy, and resource risks to aviation programs and the six functions of Marine Aviation, and recommend risk mitigation strategies.

(8) Legislative Assistant to the Commandant of the Marine Corps (OLA)

(a) Coordinate with PP&O on congressional testimony, inquiries and requests for information concerning DPRI.

(b) Inform DPRI enterprise stakeholders of any congressional testimony, inquiries, or requests that involve public information concerning DPRI.

(9) Director, Communication (CD)

(a) Against the backdrop of peer competition, develop a DPRI communication plan that focuses on public messaging concerning operational issues, policy, and international agreements affecting DPRI, in coordination with PP&O and MARFORPAC.

(b) Coordinate with OLA regarding congressional testimony, inquiries, or requests that involve public information concerning DPRI.

(10) Staff Judge Advocate to the Commandant of the Marine Corps (SJA to CMC). Provide legal support to CMC and PP&O on issues concerning DPRI in accordance with the provision of legal services in the areas enumerated in references (r) and (u).

(11) Counsel for the Commandant (CL). Provide legal support to CMC and PP&O on legal issues concerning DPRI in accordance with provisions of legal services in the areas enumerated in reference (r).

(12) Commander, Marine Forces Pacific (MARFORPAC)

(a) Transfer DPRI-related military construction, installation support, and base operation responsibilities and authorities to DC, I&L.

(b) Continue to provide recommendations for DPRI force posture, force movement, and related operational impacts, as it pertains to CDR USINDOPACOM assigned forces affected by DPRI.

(c) Continue to sponsor subordinate unit DPRI requirements. Be prepared to collaborate with DC, CD&I and DC, I&L to prepare requirements for DC, I&L validation that reflect Fleet Marine Forces and institutional-level input.

(d) Within 45 days after publication of this Order, develop a POA&M with DC, I&L to articulate how the transition of authority directed in this Order will be implemented without disrupting program execution.

c. Coordinating Instructions

(1) Within 45 days of the signing of this Order, all Service stakeholders shall identify general officer/senior executive representation to ensure Service strategic alignment in coordination with DC, PP&O. Each Service stakeholder shall also appoint a field grade officer or equivalent to serve as the organization's DPRI representative.

(2) Service stakeholders will incorporate DPRI requirements, constraints, restraints, and milestones into organizational plans, policies and processes.

(3) All Service stakeholders will provide visibility of both enduring and non-enduring requirements and resources to DC, PP&O throughout the PPBEA process for consolidation into the DPRI Program fully encumbered POM in support of program analysis.

(4) In accordance with reference (i) and to ensure the PP&O consolidated DPRI Planning Group T/O effectively supports the enterprise manpower requirement, Service stakeholders will consult DC, PP&O on proposed changes to the Consolidated DPRI Planning Group T/O.

(5) Upon publication of this Order, each Service stakeholder shall update subordinate publications and policies pertaining to organization roles and responsibilities to ensure that the DPRI roles and responsibilities identified in this Order are properly reflected.

(6) Once published, each Service stakeholder shall comply with the EPMP established by DC, PP&O.

4. Administration and Logistics

a. Recommendations. Recommendations concerning the contents of this Order shall be forwarded to HQMC PP&O (PD) via the appropriate chain-of-command.

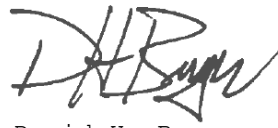
b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (5 U.S.C. 552a) and implemented per SECNAVINST 5211.5F.

c. Records Management. Records created as a result of this directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per SECNAV M-5210.1 CH-1 to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at:  
<https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

5. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



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References

- (a) United States-Japan Roadmap for Realignment Implementation, 1 May 2006
- (b) Agreement Concerning the Implementation of the Relocation of III Marine Expeditionary Force Personnel and their Dependents from Okinawa to Guam, 17 February 2009
- (c) MROC Decision Memorandum 07-2009, 2 Feb 2009
- (d) MROC Decision Memorandum 15-2019, 7 May 2019
- (e) MCO 5215.1K
- (f) Protocol Amending the Agreement Concerning the Implementation of the Relocation of III Marine Expeditionary Force Personnel and their Dependents from Okinawa to Guam, 3 October 2013
- (g) National Defense Authorization Act for Fiscal Year 2015, Sec. 2821
- (h) Mission Statement, Headquarters Marine Corps Plans, Policies, and Operations (PP&O), 17 Dec 2018
- (i) MROC Decision Memorandum 42-2010, 8 Jul 2010
- (j) MCBUL 5400, 5 Feb 2020
- (k) Memorandum of Understanding between DC I&L and COMMARFORPAC 23 Jul 2013
- (l) MCO 5311.1E
- (m) SECNAV Notice 5210
- (n) SECNAV M-5210.1 CH-1
- (o) MCO 5210.11F
- (p) 5 U.S.C. 552a
- (q) SECNAVINST 5211.5F
- (r) SECNAVINST 5430.25F
- (s) MCO 3550.10
- (t) MCO 5800.16
- (u) SECNAVINST 5430.27E