The MAGTF Officer’s Guide

MAGTF Staff Training Program (MSTP)

U.S. Marine Corps
March 2010
The MAGTF Officer’s Guide

This pamphlet supports the academic curricula of the Marine Air Ground Task Force Staff Training Program (MSTP).

U.S. Marine Corps
March 2010
FOREWORD

1. PURPOSE. MSTP Pamphlet 5-0.4, *The MAGTF Officer’s Guide*, is designed to assist officers assigned as a Marine air-ground task force (MAGTF) staff officer, a MAGTF liaison officer (LNO), or as a refresher for those returning to duty with a MAGTF. This pamphlet will be revised periodically to reflect current doctrine, issues, and employment of the MAGTF. This pamphlet is a companion publication to MSTP Pamphlets 5-0.2, *Operational Planning Team Leader’s Guide*, and 5-0.3, *MAGTF Planner’s Reference Manual*.

2. SCOPE. The pamphlet provides basic doctrinal MAGTF information useful to the staff officer, or the LNO in explaining MAGTF operations to the gaining command.

3. SUPERSESSION. MSTP Pamphlet 5-0.4, *The MAGTF Officer’s Guide*, May 2001

4. CHANGES. Recommendations for improvements to this pamphlet are encouraged from commands as well as from individuals. The attached User Suggestion Form can be reproduced and forwarded to:

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5. CERTIFICATION. Reviewed and approved this date.
Throughout this pamphlet, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either sex.
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Part I

Basic Issues

The Marine Corps organizes its operational forces as Marine Corps components and as MAGTFs in order to provide task organized, self-sustaining, multipurpose forces to the joint force or naval expeditionary force. These uniquely organized Marine Corps forces are capable of responding to a wide range of operational and tactical missions and tasks, providing the National Command Authorities with an unmatched combination of deployment and employment options. (Draft MCDP 1-0)

1001. Marine Corps Issues

What is the Role of the Marine Corps?

The nation requires an expeditionary force-in-readiness capable of responding to a crisis anywhere in the world. The Marine Corps provides self-sustainable, task organized combined arms forces capable of conducting a full spectrum of operations in support of the joint force commander. These missions might include forcible entry operations, peace enforcement, evacuation of American citizens and embassies, humanitarian assistance/disaster relief, or operations to reinforce or complement the capabilities of other Services to provide balanced military forces to the joint force commander. The unique capabilities of the Marine Corps as a sea service and partner with the U.S. Navy allow the use of the sea as both a maneuver space and a secure base of operations from which to conduct operations in the littoral areas of the world. The ability to remain at sea for long periods of time without the requirement of third nation basing rights makes the Marine Corps the force of choice in emerging crises. Marine Corps forces exploit the Total Force concept, employing combinations of active duty and reserve Marines to ensure missions are effectively and efficiently executed. Naval expeditions comprised of Navy and Marine Corps forces have long been the instruments of choice in our Nation’s response to global contingencies. From humanitarian assistance, to peacekeeping, to combat, these forces are normally the first on scene and ready to respond. Naval expeditionary forces combine the complementary
but distinct capabilities of the Navy and Marine Corps. They provide strategic agility and overseas presence without infringing on the sovereignty of other nations and simultaneously enable enhanced force protection. They provide a power projection capability that can be tailored to meet a wide range of crises across the full Range of Military Operations (ROMO). Naval expeditionary forces can be task organized to provide an array of options to the National Command Authorities and combatant commanders in dealing with a particular situation. Naval expeditionary forces provide the United States the unique capability to conduct and sustain operations from the sea—including continuous forward presence and self-sustainment—in support of our national interests without reliance on prepositioning ashore, foreign basing, or the granting of overflight rights. (Draft MCDP 1-0)

What are the Core Competencies of the Marine Corps?

Marines Corps core competencies reflect our particular skill sets and thus describe what we do. They are our fundamental contribution to our nation’s defense. We have six core competencies and they are:

- Conducting persistent forward naval engagement while always prepared to respond as the nation’s force in readiness.
- Employing integrated combined arms across the range of military operations and operating as part of a joint or multi-national force.
- Providing task organized forces for service aboard naval ships, on stations and for operations ashore.
- Conducting joint forcible entry operations from the sea, to include developing amphibious landing force capabilities and doctrine.
- Conducting complex expeditionary operations in the urban littorals and other challenging environments.
- Leading joint and multinational operations and enabling interagency activities. (Marine Corps Vision and Strategy 2025)

At What Levels of War Do the Marine Corps Component and MAGTF Commanders Operate?

The orientation of the Marine Corps component commander is normally at the operational level of war, while the MAGTF commander is normally at the tactical level. Naturally, there is some overlap. The Marine Corps component commander is normally responsible to set the conditions for Marine Corps tactical operations. These operations include military actions
executed by the MAGTF plus other assigned or attached Marine Corps forces, and assigned or attached forces from other Services and nations.

(Draft MCDP 1-0)

![Figure 1-1: MAGTF Commander Levels of War](image)

### What are the Characteristics of Expeditionary Operations?

Successful expeditionary operations require—

- Expeditionary Mindset.
- Tailored Forces.
- Forward Deployment.
- Rapid Deployment.
- Expeditionary Basing.
- Forcible Entry.
- Sustainment.

(Draft MCDP 1-0)

### What is the Expeditionary Maneuver Warfare Concept?

Expeditionary maneuver warfare is the Marine Corps capstone operational concept. It applies the doctrine of maneuver warfare to Marine Corps expeditionary operations to achieve desired effects across the spectrum of conflict. Supporting operational concepts such as Operational Maneuver From The Sea (OMFTS), Ship-To-Objective Maneuver (STOM), MPF 2010, and Expeditionary Bases and Sites are all elements of expeditionary maneuver warfare. Expeditionary maneuver warfare builds on existing concepts of organization, deployment, and employment, adapting them to the future strategic landscape. Organizational concepts apply methods of task-organizing forces, tailoring them to meet the requirements of the mission and commander’s intent. Deployment concepts apply the most appropriate, available means of achieving rapid force closure and sustainment, gaining operational advantage, and increasing tempo.
Expeditionary maneuver warfare focuses on the application of expeditionary military power at the right place, at the right time, and at the right level. In combat, this is achieved by using rapid and opportunistic maneuver flexibly to exploit physical, psychological, or temporal advantage over the enemy. New technologies such as the MV-22 Osprey tilt rotor aircraft, advanced Expeditionary Fighting Vehicle (EFV), and the J35 Joint Strike Fighter will allow Marine forces to rapidly maneuver and strike unexpectedly deep in the enemy’s rear. In crisis, expeditionary maneuver warfare may take the form of Marine Ospreys from amphibious ships rapidly transporting humanitarian aid to famine victims or Marines landing in Expeditionary Fighting Vehicles unexpectedly in the night to evacuate U.S. nationals from a riot-torn littoral city.  

(Draft MCDP 1-0)

What are the Tenets of Expeditionary Maneuver Warfare?

The tenets of expeditionary maneuver warfare are—

- Focuses decisionmaking and effects on an operational objective.
- Maximizes maneuver battlespace (air, land, and sea) through enhanced mobility.
- Generates overwhelming tempo and momentum through enhanced strategic agility, operational reach, and tactical flexibility.
- Pits strengths against enemy weakness.
- Emphasizes intelligence, deception, flexibility, and sustainment.
- Promotes integration of organic, joint, interagency, and combined effects.
- Provides a joint/combined enabler and force multiplier.
- Capable across the entire spectrum of conflict.

(Draft MCDP 1-0)

What is Operational Maneuver From the Sea?

OMFTS is a concept that is applicable across the range of military operations, from major theater war to smaller-scale contingencies. OMFTS applies maneuver warfare to expeditionary power projection in naval operations as part of a joint or combined campaign. OMFTS allows the force to exploit the sea as maneuver space while applying combat power ashore to achieve the operational objectives. It reflects the Marine Corps’
expeditionary maneuver warfare concept in the context of amphibious operations from a sea base, as it enables the force to—

- Shatter the enemy’s cohesion.
- Pose menacing dilemmas.
- Apply disruptive firepower.
- Establish superior tempo.
- Focus efforts to maximize effect.
- Exploit opportunity.
- Strike unexpectedly.

In OMFTS, the force focuses on an operational objective, using the sea as maneuver space to generate overwhelming tempo and momentum against enemy critical vulnerabilities. OMFTS provides increased operational flexibility through enhanced capabilities for sea-based logistics, fires, and command and control. Sea-basing facilitates maneuver warfare by eliminating the requirement for an operational pause as the landing force builds combat power ashore, and by freeing the MAGTF from the constraints of a traditional beachhead. 

(Draft MCDP 1-0)

What are Sustained Operations Ashore?

The Marine Corps conducts sustained operations ashore to provide the joint force commander four options when fighting a land campaign—

- **Enabling Force**—to set the stage for follow-on operations by other components of the joint force.
- **Decisive Force**—to exploit its advanced command and control system to identify gaps necessary to conduct decisive operations and reduce enemy centers of gravity. Decisive actions run the gamut from destruction of enemy military units to interdiction of critical lines of communication to the evacuation of American and third country nationals from untenable urban areas.
- **Exploitation Force**—to take advantage of opportunities created by the activity of other components of the joint force.
- **Sustaining Force**—to maintain a presence ashore over an extended period of time in order to support continued operations by the joint force commander within the joint AO.

The Marine Corps also has the capability to operate independently of the sea to support sustained land operations ashore with the Army or coalition partners.
What constitutes the Range of Military Operations?

Operations, short of actual war, focus on deterring war, resolving conflict, promoting peace, and supporting civil authorities in response to domestic crises. The Marine Corps approach to ROMO links Marine Corps capabilities with the collective, coordinated use of both traditional and non-traditional elements of national power into a cohesive foreign policy tool, and focuses on the ability to be expeditionary through forward-deployed naval forces. The Marine Corps role is to provide the means for an immediate response, while also serving as the foundation for follow-on forces or resources. Forward deployed MAGTF(s), with their inherent range of capabilities, are well positioned to conduct the wide range of missions and coordination with coalition, non-government organization and other agencies essential to success in all environments. ROMO involves elements of both combat and noncombat operations in peacetime, conflict, and war. In peacetime and in war, political and cultural considerations permeate planning and execution of operations at all levels of command. As in war, the goal is to achieve national objectives as quickly as possible. The operation should be executed with minimal risk to U.S. forces and local civilian populations, and concluded on terms favorable to the United States, its allies, and coalition partners. MAGTF(s) conducting non-combatant operations are often in a support role to other governmental agencies and the United Nations. However, in certain types of crisis, the military may have the lead. Full spectrum operations usually involve coordination with non-Department of Defense agencies and nongovernmental or private voluntary organizations. Finally, although military operations are generally conducted outside of the United States, they may be conducted within the United States in support of civil authorities. (Draft MCDP 1-0)

What Does Seabasing Provide?

Seabasing provides an initial port and airfield afloat in the area of operations that minimizes the reliance on ports and airfields ashore. Though the sea base must be protected, it is the ideal method for projecting influence and power ashore in either a discrete or overt manner. This can be done in support of security operations, humanitarian assistance/disaster relief, adversary deterrence, or while executing major combat operations.
1002. Componency Issues

How are Marine Corps Forces Assigned to a Combatant Command?

The Secretary of Defense “Forces for Unified Commands” memorandum assigns designated Marine Corps operating forces to three combatant commanders, who exercise their authority through their respective combatant-command level service components: U.S. Marine Forces Command (MARFORCOM), U.S. Marine Forces Special Operations Command (MARSOC), and Marine Corps Forces, Pacific (MARFORPAC). MARFORCOM is assigned to the Commander, U.S. Joint Forces Command (USJFCOM), who exercises combatant command (command authority) of II Marine Expeditionary Force (II MEF). In similar fashion, MARFORPAC provides I MEF and III MEF to the Commander, U.S. Pacific Command (USPACOM). MARSOC oversees those Marine Corps special operations forces assigned to the CDR, U.S. Special Operations Command (USSOCOM). The remaining geographic combatant commands are U.S. European Command (USEUCOM); U.S. Africa Command (USAFRICOM); U.S. Southern Command (USOUTHCOM); U.S. Central Command (USCENTCOM); and U.S. Northern Command (USNORTHCOM). MEFs are apportioned to the geographic combatant commanders for contingency planning and are provided to these combatant commands when directed by the Secretary of Defense. (Draft MCDP 1-0)

What is the Unified Command Plan? What Does it Address?

“The Unified Command Plan” provides basic guidance for combatant commanders. It establishes missions, functions, responsibilities, and force structure and delineates general geographic areas of responsibility.”

(MCWP 3-40.8)

What are the Considerations for a Joint Force Commander when Organizing the Joint Force?

A joint force commander organizes his forces to accomplish the assigned mission based on the factors of mission, enemy, terrain and weather, troops and support available, and time available (METT-T), and the concept of operations. The organization should provide for unity of effort, centralized planning, and decentralized execution. He establishes subordinate commands, assigns responsibilities, and establishes appropriate command and support relationships. He should allow Service tactical and operational
assets to function generally as they were designed, trained, and equipped. The intent is to meet the needs of the joint force while maintaining the tactical and operational integrity of the Service organizations. He can organize and conduct operations through Service component commanders, functional component commanders, or a combination of the two.

(Draft MCDP 1-0)

What are the Options for Organizing Joint Forces?

- **Service Component Command.** A command consisting of the Service component commander and all those Service forces, as individuals, units, detachments, organizations, and installations under the command, including the support forces that have been assigned to a combatant command, or further assigned to a subordinate unified command or joint task force. [*MARCENT is an example*]

- **Functional Component Command.** A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. [*Examples include JSOTF, JFLCC, and JFACC.*]

- **Combination** of Service and functional component commands. (MCWP 3-40.8)

What are the Levels of Authority?

The commander is responsible for accomplishing the assigned mission. While the commander may delegate authority to accomplish the mission, the commander cannot delegate responsibility for mission accomplishment. The authority given to a commander must match the assigned responsibility. Command relationships include—

- **Combatant Command.** The COCOM is the command authority over assigned forces vested only in Combatant Commanders (CCDR) by United States Code, Title 10, *Armed Forces,* or by the President in the *Unified Command Plan.* This authority cannot be transferred or delegated, and it allows a CCDR to perform those functions of command over assigned forces that involve organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of
military operations, joint training, and logistics necessary to accomplish the missions assigned to the command.

- **Operational Control.** OPCON is the command authority that may be exercised by commanders at any echelon at or below the level of combatant command and involves—
  - Organizing and employing commands and forces.
  - Assigning tasks.
  - Designating objectives.
  - Giving authoritative direction necessary to mission.
  Unless specifically delegated by the CCDR, OPCON does not include authoritative direction of logistic or administrative support, discipline, internal organization, or unit training. OPCON may be delegated to commanders at any echelon at or below the level of combatant command. OPCON is inherent in COCOM.

- **Tactical Control.** TACON is the command authority over assigned or attached forces or commands or the military capability made available for tasking. TACON is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish the commander’s assigned missions or tasks. TACON provides the authority to—
  - Give direction for military operations.
  - Control designated forces.
  TACON provides authority to control and direct the application of force or tactical use of combat support forces or capabilities. TACON does not include organizational authority or authoritative direction for logistic or administrative support. The parent unit commander maintains this authority unless otherwise specified. Functional component commanders typically exercise TACON over military forces or over capabilities made available to the joint force commander for tasking through functional component commanders. TACON may be delegated to commanders at any level at or below the level of combatant command. TACON is inherent in OPCON.

- **Support Relationships.** A senior commander establishes a support relationship between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at
or below the level of combatant command. Support relationships establish priorities to commanders and staffs as they plan or execute joint operations. JP 1 describes this relationship as follows:

“The support command authority is, by design, a somewhat vague but very flexible arrangement. The establishing authority (the common superior CDR) is responsible for ensuring the supported commander and supporting CDRs understand the degree of authority that the supported CDR is granted.”

The senior commander issues an establishing directive that specifies the purpose of the support relationship in terms of the desired effect and the scope of the action to be taken. It also should include the following:

- Forces and resources allocated to the supporting effort.
- Time, place, level, and duration of the supporting effort.
- Relative priority of the supporting effort.
- Authority, if any, of the supported force to modify the supporting force in the event of an exceptional opportunity or an emergency.
- Degree of authority granted to the supported commander over the supporting effort.

The supporting commander fills the needs of the supported force within his capabilities, based on the priorities and requirements of other assigned tasks. The supporting commander determines the forces, tactics, methods, procedures, and communications necessary to provide the support. The supporting commander is responsible for the following:

- Advises and coordinates with the supported commander on the employment and limitations of his support.
- Assists in integrating support into the supported commander’s effort.
- Ensures his entire command knows the supported commander’s requirements.

Four categories of support are used within a combatant command to better characterize the support that should be given: general, mutual, direct, and close.
• **Administrative Control.** ADCON is the direction or exercise of authority over subordinate or other organizations in respect to administration and support actions. ADCON includes—
  - Organization of Service forces.
  - Control of resources and equipment.
  - Personnel management.
  - Unit logistics.
  - Individual and unit training.
  - Readiness.
  - Mobilization/demobilization.
  - Discipline.
  - Other matters not included in the operational missions of the subordinate or other organizations.
ADCON may be delegated to and exercised by Service force commanders at any echelon at or below the level of a combatant command’s Service component command. Administrative control is subject to the command authority of the CCDR(s).

• **Coordinating Authority.** Coordinating authority is given to a commander or individual to coordinate specific functions and activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same Service. Coordinating authority is used to coordinate special functions and activities. The commander or individual can require consultation among the agencies but does not have the authority to compel agreement. The establishing directive names the common task to be coordinated but does not change normal organizational relationships in other matters. The missions and capabilities of the commands determine the scope of the coordinating authority. Coordinating authority applies more to planning than to operations. Commanders or individuals at or below the level of combatant command can exercise coordinating authority.

• **Direct Liaison Authorized.** Direct liaison authorized is that authority granted by a commander (at any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander informed.
that is granting the authority informed. Direct liaison authorized is a coordinating relationship, not an authority through which command may be exercised... (MCWP 3-40.8)

What are the Levels of Marine Corps Components?
There are two levels of Marine Corps components: a Marine Corps component under a unified command and a Marine Corps component under a subordinate unified command or joint task force. The subordinate unified command-level or joint task force-level Marine Corps component will communicate directly to the combatant command-level Marine Corps component on Marine Corps-specific matters. (MCWP 3-40.8)

What are the Basic Responsibilities of a Marine Corps Service Component Commander?
Joint Pubs 1, *Doctrine for the Armed Forces of the United States*, and 3-0, *Doctrine for Joint Operations*, describe Service component responsibilities. Among those responsibilities the most important are to advise the joint force commander on the proper employment of Service forces, provide and sustain those forces, and accomplish assigned operational missions. Regardless of the organizational and command arrangements, the combatant command-level Marine Corps component commander retains responsibility for certain Service-specific functions and other matters affecting his assigned forces. These Services specific functions include internal administration and discipline, training, logistics, and Marine Corps-specific intelligence operations.

Which of the Functional Component Commanders May the Marine Component Commander Serve As?
Forward-deployed naval forces, including Marine Corps forces, are usually the first conventional forces to arrive in an austere theater or AO during expeditionary operations. The Marine Corps component commander’s inherent capability to command and control Marine Corps forces—and attached or assigned forces of other Services or nations—allows him to serve as a functional component commander in most smaller-scale contingencies.

If the Marine Corps component commander has functional component commander responsibilities, he normally executes them with his subordinate MAGTF. A Marine Corps component commander can also act as a functional component commander. This may be for a particular phase
of an operation or for its full duration, depending upon the size, scope, and nature of the mission and the functional area assigned. The most common functional components the joint force commander may establish include:

- Joint force maritime component commander.
- Joint force land component commander.
- Joint force air component commander.

Designation as a functional component commander brings additional responsibilities; however, they do not replace Service component responsibilities for assigned Marine Corps forces. Regardless of the joint command structure, the Marine Corps component commander must still provide administrative and logistic support to assigned forces. In addition to functional component duties, the joint force commander can assign the Marine Corps component commander other joint duties such as the area air defense commander or airspace control authority. Again, these functions are normally accomplished by the assigned MAGTF. (Draft MCDP 1-0)

What is a Joint Force Maritime Component Commander?
The joint force maritime component commander is responsible for planning, coordinating, and executing joint maritime operations. The maritime environment includes oceans, littorals, riverine areas, and amphibious objective areas, and the coordinated airspace above them as defined by the joint force commander. When maritime operations are focused on littoral operations—and Marine Corps forces have the preponderance of the mission or capabilities to accomplish the mission—the Marine Corps component commander may be designated the joint force maritime component commander. (Draft MCDP 1-0)

What is a Joint Force Land Component Commander?
The joint force land component commander is responsible for planning, coordinating, and executing joint land operations. Marine Corps component commanders normally have the preponderance of land forces and the necessary command and control capability to direct their activities during expeditionary operations in a smaller-scale contingency. (Draft MCDP 1-0)

What is a Joint Force Air Component Commander?
The joint force air component commander is responsible for planning, coordinating, and executing joint air operations. The expeditionary nature of Marine aviation and its associated command and control capability may
allow the Marine Corps component commander to function as the joint force air component commander. (Draft MCDP 1-0)

What are the Possible Command Authorities for the Commander in Executing his Marine Corps Component and MAGTF Responsibilities?

- Operational control (OPCON).
- Tactical control (TACON).
- Support.
- Other authorities—
  - Coordinating authority.
  - Administrative control (ADCON)
  - Direct liaison authorized (DIRLAUTH)

(Joint Pub 1)

1003. MAGTF Issues

What is the MAGTF?

The MAGTF is an air-ground combined arms task organization of Marine Corps forces under a single commander, structured to accomplish a specific mission. It is the Marine Corps’ principal organization for all missions across the range of military operations. It is designed to fight, while having the ability to prevent conflicts and control crises. All MAGTFs are task-organized and vary in size and capability according to the assigned mission, threat, and battlespace environment. They are specifically tailored for rapid deployment by air or sea and ideally suited for a forward presence role. A MAGTF provides the naval, joint, or combined commander with a readily available force capable of operating as—

- The landing force of an amphibious task organization.
- A land force in sustained operations ashore.
- A land force or the landward portion of a naval force conducting operations such as non-combatant evacuations, humanitarian assistance, disaster relief, or the tactical recovery of an aircraft or aircrew.
- A forward deployed force providing a strong deterrence in a crisis area.
- A force conducting training with allied forces as part of a theater engagement plan.
All MAGTFs are, by design, expeditionary, and comprised of four core elements: a command element (CE), a ground combat element (GCE), an aviation combat element (ACE), and a Logistics Combat Element (LCE). MAGTF combat forces reside within these four elements.

A MAGTF is an integrated combined arms forces structured to accomplish a specific mission. To provide a frame of reference for general sizing, a given MAGTF may be categorized in one of the following four types:

- Marine Expeditionary Force (MEF)
- Marine Expeditionary Brigade (MEB)
- Marine Expeditionary Unit (MEU)
- Special Purpose MAGTF

What are the Capabilities of the MAGTF?

MAGTFs provide joint force commanders with the capability to:

- Move forces into crisis area without revealing their exact destinations or intentions.
- Provide continuous presence in international waters.
- Provide immediate national response in support of humanitarian and natural disaster relief operations.
- Provide credible combat power in a non-provocative posture just over the horizon of a potential adversary, for rapid employment as the initial response to a crisis.
- Support diplomatic processes for peaceful crisis resolution before employing immediately responsive combat forces.
• Project measured degrees of combat power ashore, day or night, and under adverse weather conditions, if required.
• Introduce additional forces sequentially into a theater of operations.
• Operate independent of established airfields, basing agreements, and over-flight rights.
• Conduct operations ashore using organic combat service support brought into the AO.
• Enable the introduction of follow-on forces by securing staging areas ashore.
• Operate in rural and urban environments.
• Operate under nuclear, biological, and chemical warfare conditions.
• Withdraw rapidly at the conclusion of operations.
• Participate fully in the joint planning process and successfully integrate MAGTF operations with those of the joint force.

(Draft MCDP 1-0)

Why Fight as a MAGTF?

The MAGTF is the Marine Corps’ principal organization for the conduct of all missions across the range of military operations. MAGTFs are integrated, combined-arms forces with organic ground, aviation, and sustainment elements. They are flexible, task-organized forces that can respond rapidly to a contingency anywhere in the world and are able to conduct a variety of missions. Although organized and equipped to participate as part of naval expeditionary forces, MAGTFs also have the capability to conduct sustained operations ashore. The MAGTF provides a combatant commander or other operational commander with a versatile expeditionary force that is capable of responding to a broad range of crisis and conflict situations. MAGTFs are organized, trained, and equipped to perform missions ranging from humanitarian assistance to peacekeeping to intense combat and can operate in permissive, uncertain, and hostile environments. They may be shore- or sea-based in support of joint and multinational major operations and/or campaigns. MAGTFs deploy as amphibious, air-contingency, or maritime prepositioned forces (MPF), either as part of a naval expeditionary force or via strategic lift. They can present a minimal or a highly visible presence and are able to project combat power ashore in measured degrees or can provide secure staging areas ashore for follow-on forces. MAGTFs are prepared for immediate deployment overseas into austere operating environments, bringing all
means necessary to accomplish the mission. When deployed aboard amphibious shipping, MAGTFs maintain a continuous presence at strategic locations around the globe and can be rapidly moved to and indefinitely stationed at the scene of potential trouble. The MAGTF provides the joint force commander with the capability of reconstitution, which is the ability of an expeditionary force to regenerate, reorganize, replenish, and reorient itself for a new mission without having to return to its home base.

(MCRP 5-12D)
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Planning is the art and science of envisioning a desired future and laying out effective ways of bringing it about. It is a preparation process. Planning is a process that should build upon itself—each step should create a new understanding of the situation which becomes the point of departure for new plans. Planning for a particular action only stops with execution, and even then adaptation continues during execution.

Planning is an essential and significant part of the broader field of command and control. We can even argue that planning constitutes half of command and control, which includes influencing the conduct of current evolutions and planning future evolutions. The responsibility to plan is inherent in command, and planning supports practically every command function. In other words, all commanders are planners. In fact, the commander is the single most important factor in effective planning. The commander disciplines the planning process so that it is sensitive to time, planning horizons, simplicity, and level of detail. The commander also disciplines the product to ensure the output is relevant to the moment and suitable to the subordinate. (MCDP 5)

2001. The Marine Corps Planning Process

How does the Marine Corps Planning Process Support the Warfighting Philosophy of Maneuver Warfare?

Since planning is an essential and significant part of command and control, the Marine Corps Planning Process recognizes the commander’s central role as the decision maker. It helps organize the thought processes of a commander and his staff throughout the planning and execution of military operations. The Marine Corps Planning Process focuses on the mission and the threat. It capitalizes on the principle of unity of effort and supports the establishment and maintenance of tempo. The Marine Corps Planning Process is applicable across the range of military operations and is designed for use at any echelon of command. (MCWP 5-1)
What are the Tenets of the Marine Corps Planning Process?
The tenets of the Marine Corps Planning Process—top-down planning, single battle concept, and integrated planning—are derived from the doctrine of maneuver warfare. These tenets guide the commander’s use of his staff to plan and execute military operations. Top-down planning and the single-battle concept ensure unity of effort, while the commander uses warfighting functions as the building blocks of integrated planning. (MCWP 5-1)

What is the Commander’s Role in the Planning Process?
Planning is a fundamental responsibility of command. The commander must not merely participate in planning, he must drive the process. His intent and guidance are key to planning. The commander uses planning to gain knowledge and situational understanding to support his decisionmaking process. His plan, communicated in oral, graphic, or written form, translates his guidance into a concept of operations. His subordinate commanders use his guidance and concept of operations to accomplish the mission. (MCWP 5-1)

What are the Steps in the Marine Corps Planning Process?
The Marine Corps Planning Process has six steps—
- Problem framing
- Course of action development.
- Course of action war game.
- Course of action comparison and decision.
- Orders development.
- Transition. (MCWP 5-1 Functional Working Draft)

How does the MCPP Compare with Other Service and Joint Planning Processes?
Figure 2-1 compares the Marine Corps Planning Process with the Naval Planning Process (NPP), Military Decision Making Process (MDMP – Army), the joint task force planning process (JTF) and the JOMES crisis action planning process (JOPES). Although there may be minor nuances between them (such as what the step is called or which step a particular process falls into), overall the processes are essentially the same. If you
know and understand MCPP you are well suited to be a member of any planning group at any level.

Figure 2-1: Comparison of the Marine Corps Planning Process (MCPP) with Other Planning Processes

2002. Integrated Planning

Why does the MAGTF Use an Integrated Approach in Planning Operations? How does it Happen?

Integrated planning is a disciplined approach to planning that is systematic, coordinated, and thorough. It uses a number of lenses or filters including the warfighting functions, lines of operations (LOO), elements of the operational environment, culture, etc. to integrate the planning and supervise execution. Planners use integrated planning to consider all relevant factors, reduce omissions, and share information across the warfighting functions. Integrated planning is essential to eliminate “stove pipe” planning in which individual planners, staff sections, and functional areas plan in a vacuum, without coordination with others. This approach often results in disjointed plans and execution that is not synchronized. By conducting integrated planning, staffs will produce more useful operation plans and orders and commanders will realize more synchronized operations across the elements of the MAGTF with increased tempo.
What are the Warfighting Functions?
Warfighting functions are conceptual planning and execution tools used by planners and subject matter experts in each of the functional areas to produce comprehensive plans. They should not be viewed independently of one another but as inseparable parts of a whole. The warfighting functions help the commander to achieve unity of effort and build and sustain combat power. Planners consider and integrate the warfighting functions when analyzing how to accomplish the mission. Their effective application, in concert with one another, will facilitate the planning and conduct of expeditionary operations. The six warfighting functions are—

- Command and control.
- Maneuver.
- Fires.
- Intelligence.
- Logistics.
- Force protection. (Draft MCDP 1-0)

What are Lines of Operation (LOO)?
A line of operation (LOO) helps define the orientation of the force. In conventional operations a LOO connects actions related in time and space to an objective. During COIN or other IW type operations, LOOs focus on major stability related objectives such as security, restoration of essential services, and training host-nation military and police forces. In either case, LOOs reinforce the idea of the single battle, since success or failure in any LOO will have an impact on the other LOOs. See MCWP 3-33.5, COIN for more information on lines of operation.

What is an Operational Planning Team?
An operational planning team (OPT) is a task organized planning element that supports the commander and his staff’s decision making process. Through its diverse composition, the OPT promotes an integrated planning effort that brings together the commander, his subordinate commanders, staff officers, and those subject matter experts necessary to develop comprehensive plans or orders. Integrating functional expertise ensures planners will consider all relevant factors, reduce omissions, and share information, resulting in a planning effort that is systematic, coordinated and thorough. The OPT conducts problem framing, develops and wargames courses of action (COA), and assists the staff in the preparation and
transition of the order. Normally, the OPT is built around a core of planners from either the future plans section or the future operations section and may include the future plans or future operations officer, assistant plans or assistant future operations officer, future plans or future operations chief, and a clerk/plotter. It integrates additional staff representatives (e.g., G-1, G-2, G-3, G-4, G-5, G-6, staff judge advocate, provost marshal, health services, and public affairs) as appropriate to the mission. The OPT may also be augmented by warfighting function or LOO representatives, liaison officers, and subject matter experts needed to support planning. The OPT serves as the linchpin between the future plans, future operations, and current operations sections. (MCWP 5-1)

**What is Synchronization?**

Synchronization is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (Joint Pub 1-02)

**What is the “Red Cell?”**

A Red Cell assists the commander in assessing his COAs against a thinking enemy, using the threat COAs developed by the intelligence section. A Red Cell can range in size from an intelligence officer to a task-organized group of subject matter experts. A Red Cell in concert with the G-2/S-2 refines the threat COAs that will be used during COA wargaming, develops planning support tools such as the synchronization matrix, and may also participate in the analysis of enemy centers of gravity. (MCWP 5-1)

**2003. Intelligence Preparation of the Battlespace**

**What is Intelligence Preparation of the Battlespace? What are its Major Components?**

Intelligence preparation of the battlespace is a systematic, continuous process of analyzing the environment in a specific geographic area. IPB is a four step process that defines the battlespace, describes the effects of the battlespace, evaluates the threat, and determines the threat COAs. The IPB process helps the commander selectively apply and maximize his assets at critical points in time and space. While the focus of information may change, the IPB process remains relevant across the full spectrum of MAGTF operations. Terrain and weather evaluations assist in identifying obstacles, mobility corridors, and avenues of approach; Analyzing threat capabilities by templating a threat doctrinal assessment to show potential
threat objectives and activities. This templating continues from planning to execution, both to assess current operations and to support planning for future operations. Intelligence preparation of the battlespace products graphically record and display the results of the IPB process. Figure 2-2 lists the IPB products and the steps of the planning process they support.

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>PLANNING STEPS SUPPORTED</th>
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<tbody>
<tr>
<td>Modified Combined Obstacles Overlay</td>
<td>Problem Framing</td>
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<td></td>
<td>COA Development</td>
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<tr>
<td></td>
<td>Transition</td>
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<tr>
<td>Doctrinal Template</td>
<td>Problem Framing</td>
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<td></td>
<td>COA Development</td>
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<td></td>
<td>COA Comparison &amp; Decision</td>
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<td></td>
<td>Transition</td>
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<tr>
<td>Situational Template</td>
<td>COA Development</td>
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<td></td>
<td>COA War Game</td>
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<td></td>
<td>COA Comparison &amp; Decision</td>
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<tr>
<td></td>
<td>Orders Development</td>
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<td></td>
<td>Transition</td>
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<tr>
<td>Event Template and Matrix</td>
<td>COA War Game</td>
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<td></td>
<td>COA Comparison &amp; Decision</td>
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<td></td>
<td>Orders Development</td>
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<td>Transition</td>
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<tr>
<td>Decision Support Template and Matrix</td>
<td>COA Comparison &amp; Decision</td>
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<td></td>
<td>Orders Development</td>
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<tr>
<td></td>
<td>Transition</td>
</tr>
<tr>
<td></td>
<td>(Also used during execution)</td>
</tr>
</tbody>
</table>

(MCWP 5-1)

Figure 2-2: IPB Products

What are the Products of Intelligence Preparation of the Battlespace?

- **Modified Combined Obstacle Overlay.** The modified combined obstacle overlay is a graphic of the battlespace’s effects on military operations. It is normally based on a product depicting all obstacles to mobility, and it is modified as necessary. Modifications can include cross-country mobility classifications, objectives, avenues of approach and mobility corridors, likely obstacles, defensible battlespace, likely engagement areas, key terrain, and built-up areas and civil infrastructure. (MCWP 5-1)

- **Doctrinal Template.** Doctrinal templates are models based on postulated threat doctrine. They illustrate the disposition and activity of threat forces conducting a particular operation arrayed
on ideal terrain. Doctrinal templates depict the enemy’s nominal organization, frontages, depths, boundaries, and control measures for combat. They are usually scaled for use with a map background, and they are one part of a threat model. (MCWP 5-1)

- **Situation Template.** A situation template is a doctrinal template that has been modified to depict threat dispositions based on the effects of the battlespace and the pursuit of a particular COA. This accounts for the threat’s current situation with respect to the terrain, training and experience levels, logistic status, losses, and dispositions. Normally, the situation template depicts threat units two levels down and critical points in the COA. Situation templates are one part of a threat COA model. Models may contain more than one situation template to depict locations and formations at various times. (MCWP 5-1)

- **Event Template.** The event template is derived from the situation template and depicts the named areas of interest. Time phase lines indicate movement of forces and the expected flow of the operation, and they are also indicated on the event template. The event template is a guide for collection planning. (MCWP 5-1)

- **Event Matrix.** The event matrix depicts types of activity expected in each named area of interest, when the named area of interest is expected to be active, and any additional information to aid in collection planning. (MCWP 5-1)

- **Decision Support Template and Matrix.** The decision support template is normally developed during COA wargaming. It is derived from doctrinal, situational, and event templates. The decision support template depicts decision points, time phase lines associated with movement of threat and friendly forces, the flow of the operation, and other information required to execute a specific friendly COA. The decision support template is a key planning tool for use during transition and execution. The decision support matrix provides a recap of expected events, decision points, and planned friendly actions in a narrative form. It shows where and when a decision must be taken if a specific action is to take place. It ties decision points to named areas of interest, targeted areas of interest, CCIRs, collection assets, and potential friendly response options. The decision support template and matrix may be refined as planning progresses after the war game. (MCWP 5-1)
• **Decision Point.** A decision point is an event or a location in the battlespace where a tactical decision is required during mission execution. Decision points relate to critical events and are linked to named areas of interest and tactical areas of interest. A decision point may have an associated CCIR. When the commander receives the information he requires, it becomes the trigger to make a decision.

• **Named Area of Interest.** A point or area along a particular avenue of approach through which enemy activity is expected to occur. Activity or lack of activity within a named area of interest will help to confirm or deny a particular enemy course of action.

• **Targeted Area of Interest.** The geographical area or point along a mobility corridor where successful interdiction will cause the enemy to either abandon a particular course of action or require him to use specialized engineer support to continue, where he can be acquired and engaged by friendly forces. Not all TAIs will form part of the friendly COA; only TAIs associated with high-payoff targets are of interest to the staff. These are identified during staff planning and wargaming. TAIs differ from engagement areas in degree. Engagement areas plan for the use of all available weapons; TAIs might be engaged by a single weapon.

**What is Operational Environment and Joint Intelligence Preparation of the Operational Environment (JIPOE)?**

The Operational Environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. While Intelligence Preparation of the Battlespace (IPB) remains the doctrinal term at the Service component level, Intelligence Preparation of the Operational Environment (IPOE) or “Joint” IPOE must be discussed due to its emerging use at the Joint level. JP 3-0 (Sep 2006), *Joint Operations* introduced the term operational environment to encourage a more thorough examination of the battlespace based on OIF and OEF lessons learned. Understanding friendly and enemy forces is not enough; other factors like culture, tribal affiliations and human terrain can be equally important. The term operational environment is consistent with our need to study and learn as much as we can about a situation. Consequently, in joint terminology, the term “intelligence preparation of the battlespace (IPB)” is now called “intelligence preparation of the operational environment (IPOE)”. Essentially, commanders analyze...
the operational environment in order to determine the physical dimensions of their battlespace in the form of area(s) of interest, area(s) of influence and area(s) of operations.

Although JIPOE continues to evolve it does a good job describing the Operational Environment and assessing its potential impact on friendly and adversary courses of action. It also expands on the "civil" aspects of traditional USMC METT-T considerations.

2004. Design

Design is a form of conceptual planning and is the dominion of the commander. As commanders conceptualize their operation, their periodic visualizations guide the staff throughout planning. Design requires intellectually agile, versatile leaders with high-order thinking skills who actively engage in continuous dialog and collaboration to enhance decisionmaking at all levels.

Design is defined as “the conception and articulation of a framework for solving a problem.” It is most applicable during conceptual planning. The purpose of design is to achieve a greater understanding of the environment and the nature of the problem in order to identify an appropriate solution. Design provides a means to learn and adapt.

Presented with a problem, planning teams often rush too quickly into developing courses of action without a clear understanding of the complex environment of the situation, the purpose of the military involvement, and the approach required to address real core issues across the range of military operations. Design informs and is informed by planning and operations with an intellectual foundation that aids continuous assessment of operations and the operational environment.

What is Commander’s Orientation?

Initially, the commander’s orientation is based on a preliminary analysis of available information. The commander’s initial information may only consist of the purpose of the operation as assigned by higher headquarters, or it might include:

- Higher headquarters’ plans, orders, and estimates, including IPB products.
- Force availability and suitability.
- Personal reconnaissance results.
- Intelligence preparation of the battlespace products and other input from the staff.

As more information becomes available the commander conducts his preliminary analysis of the mission. Once the commander completes his preliminary analysis, he issues his commander’s orientation. (MCWP 5-1)

**What is the Commander’s Initial Guidance?**

The commander develops his initial guidance based on his experience, his personal understanding of the mission, the battlespace, the enemy, the mission information from higher headquarters and a design discourse with his planners. The commander’s initial guidance provides the staff and subordinate commanders with additional insight on how the commander views the mission. It should include his intent (purpose) for the execution of his operations. This initial guidance may also include ideas on battlespace, centers of gravity and information requirements. (MCWP 5-1)

**What are Areas of Operations, Areas of Influence, and Areas of Interest?**

- **Area of Operations.** The joint force commander normally assigns AOs to land and maritime force commanders. AOs are prescribed by physical boundaries and are normally large enough to allow commanders to accomplish their missions and to protect their force by employing their organic, assigned, and supporting systems to the limits of their capabilities.

  The component commander normally assigns the MAGTF an AO. The MAGTF, in turn, will assign AOs to subordinate commanders whenever those commanders are assigned ground-based tactical tasks. Such assignments are not limited to the GCE. AO assignments can include the ACE (e.g., when tasked to screen or guard the MAGTF flank) or the LCE (when serving as the main effort for a NEO or HA/DR). Commanders assigned an AO must develop their own plans for accomplishing assigned tasks, which may involve further subdivision of the AO and tasks to their subordinate commanders.

**Sizing the AO**

The size of AOs will normally change over the course of an operation. Many factors can influence that change to include:
• Incorporating geopolitical constraints.
• Accomplishing objectives,
• Assuming new tasks or mission,
• Shifting to a new phase of the operation,
• Anticipating exploitation and pursuit, or
• Assuming the main effort.

As operations unfold the shape, size and character of the MAGTF AO is likely to change. Regardless of the MAGTF’s size, its commander must be able to command and control his forces throughout the assigned AO. Commanders should neither seek nor assign areas of operations that are greater than the unit’s area of influence.

A subordinate commander who is unable to directly influence his entire AO may have to request additional forces or assets that will allow him to extend his operational reach. Failing that he may have to—

• Request a change in mission or tasks.
• Request a reduction in the size of his AO.
• Revise his concept of operations by phasing operations in such a way that he only needs to directly influence portions of his AO.
• Accept some degree of risk.

Contiguous and Noncontiguous AOs

A contiguous AO is one in which all subordinate commands’ AOs share one or more common boundary while a noncontiguous AO is one where one or more subordinate AOs do not share a common boundary. Commands with contiguous AOs are normally within supporting distance of one another. The commander establishes contiguous AOs when—

• The AO is of limited size to accommodate the force.
• Political boundaries or enemy dispositions require concentration of force.
• There is a risk of being defeated in detail by enemy forces or the enemy situation is not clear.
• Concentration of combat power along a single avenue of advance or movement corridor is required.

A noncontiguous AO is normally characterized by a 360-degree boundary. Because units with noncontiguous AOs must provide all-around security, such situations allow for less concentration of combat power along a single axis. There is additional risk associated with noncontiguous AOs in that units with noncontiguous AOs are normally out of supporting range of each other. The commander establishes noncontiguous AOs when—

• Limited friendly forces must occupy or control widely separated key terrain.
• Subordinate units do not need to provide mutual support.
• Dispersed enemy, or population centers, throughout the AO requires a corresponding dispersal of friendly units.

Operations in areas not included in assigned noncontiguous AOs are the responsibility of the common higher commander.

• **Area of Influence.** The area of influence is that area which a commander can affect through the maneuver, fires and other actions of his force. Its geographical size is normally based on the physical limits of organic systems (fire support, aviation, mobility, and reconnaissance capabilities) and operational requirements identified within each of the warfighting functions. Actions within these areas may influence perceptions and events on a global scale. The area of influence normally reflects the extent of the force’s operational reach. Because MAGTFs employing Marine fixed-wing aviation can extend their operational reach, their area of influence could be very large. However, determining the area of influence should not be based solely on the combat radius of the MAGTF’s fixed-winged aircraft.

The commander should consider his mission, forces, warfighting functions, and the AO to determine his area of influence. Understanding the area of influence allows the commander to assign subordinate areas of operations and focus intelligence collection and information operations.  (Draft MCDP 1-0)

• **Area of Interest.** The area of interest contains friendly and enemy forces, capabilities, infrastructure, and terrain that concern the commander. This area includes the area of influence and those
areas that contain current or planned objectives or enemy forces that are capable of endangering mission accomplishment. The size of the area of interest normally exceeds the commander’s operational reach.

While the area of interest includes any assigned AO and area of influence, the area of interest may stretch far beyond the other parts of the commander’s battlespace. The commander is unconstrained in determining his area of interest. It could include noncontiguous areas. A forward-deployed MEF, for example, may have an area of interest that extends back to CONUS during the execution of the time-phased force deployment. The commander may also have areas of interest around airbases in neighboring areas.

(Draft MCDP 1-0)

What is the Commander’s Intent? Why is it so Important?

Commander’s intent is the commander’s personal expression of the purpose of the operation. It must be clear, concise, and easily understood two levels down. Commander’s intent helps subordinates understand the larger context of their actions and guides them in the absence of orders. It allows subordinates to exercise judgment and initiative—in a way that is consistent with their higher commander’s aims—when the unforeseen occurs. This freedom of action, within the broad guidance of the commander’s intent, creates tempo during planning and execution.

Commander’s intent focuses on the enduring portion of any mission—the purpose of the operation—which continues to guide subordinates’ actions, while the subordinates’ tasks may change as the situation develops. As the commander proceeds through planning and his situational understanding improves, he may refine his intent.

Over the past decade, joint doctrine linked method and endstate to the commander’s intent. That linkage is being broken. Method and endstate are forms of guidance while commander’s intent is purpose.

The commander’s intent provides the overall purpose for accomplishing the task assigned through mission tactics. Although the situation may change, subordinates who clearly understand the purpose and act to accomplish that purpose can adapt to changing circumstances on their own without risking diffusion of effort or loss of tempo. Subordinate commanders will be able to carry on this mission on their own initiative and through lateral coordination with other units.

(Draft MCDP 1-0)
What is a Center of Gravity? A Critical Vulnerability?

An important aspect of the commander’s visualization includes his analysis of centers of gravity and critical vulnerabilities. This analysis assists the commander in visualizing the relative strengths and weaknesses of the enemy and friendly forces.

As discussed in MCDP 1, *Warfighting*, a center of gravity is an important source of strength. Both enemy and friendly forces have centers of gravity. Depending on the situation, centers of gravity may be intangibles such as resolve or morale. They may be capabilities such as armored forces or aviation. They may be the cooperation between two arms, the relations in an alliance or a force occupying key terrain anchoring an entire defensive system. In COIN or IW, they may be the support of the local population.

Critical vulnerabilities provide an aiming point for the application of friendly strengths against threat weaknesses. The commander directs his force’s strength at those capabilities that are critical to the enemy’s ability to function—to defend, attack, sustain or command and control his forces. The commander focuses on those critical vulnerabilities whose destruction or disruption will achieve the desired results. Once identified, critical vulnerabilities assist the commander in choosing where, when, and what will constitute decisive action. Friendly critical vulnerabilities must also be identified to protect the friendly center of gravity from similar attack by the enemy.

Center of gravity and critical vulnerability analysis is an ongoing process. The commander may radically alter his thinking on these items during planning process, or as the plan is executed, or as the situation changes and the conflict transitions to a new phase of the operation. (Draft MCDP 1-0)

What are the Commander’s Critical Information Requirements (CCIR)?

The commander’s critical information requirements (CCIR) are information requirements identified by the commander as being critical to facilitating timely decision-making. CCIR identify information on friendly activities, enemy activities, and the environment that are critical to his timely and informed decisionmaking. Commanders use CCIR to help confirm their vision of the battlespace, assess desired effects, and determine how they will achieve a decision to accomplish their mission or to identify significant deviations from that vision.
Not all information requirements directly support the commander’s decisionmaking. CCIR should link to the critical decisions the commander anticipates making. They will drive the command’s collection efforts. The number of CCIR must be limited to only those that support the commander's critical decisions. Too many CCIR can diffuse the staff’s focus and overwhelm the collection effort. In many cases, such as during OIF, a number of CCIR are really significant notification events (SNE). The difference is SNEs identify a requirement for more information or the need to provide information of a strategic communication nature to HHQ, whereas CCIR identify the need for the commander to make a decision.

CCIR help the commander tailor his command and control organization. They are central to effective information management, as his CCIR represent a critical element of his information requirements. While the staff can recommend CCIR, only the commander can approve them. The commander must continually review and update his CCIR to reflect the changing situation.

Planning generates a lot of information requirements (IR). Those that get answered inform planning, while those that remain unanswered require assumptions to allow planning to continue. In some cases, planning-related IR can evolve into CCIR. CCIR may also emerge from the COA war game and may be linked to Decision Points (DP) that the commander will have to address during execution.

CCIR fall into two categories: priority intelligence requirements (PIR) and friendly force information requirements (FFIR). A PIR is a threat- or environment-based intelligence requirement associated with a decision that will critically affect the overall success of the command’s mission. An FFIR is information the commander needs about friendly forces to make effective decisions. Depending on the circumstances, information on unit location, composition, readiness, personnel status, and logistic status could become a friendly force information requirement.  (Draft MCDP 1-0)

**What is the Battlefield Framework?**

Battlefield framework describes how the commander may organize his battlespace and his forces. The battlefield framework consists of the battlespace organization of envisioned deep, close, and rear tactical operations as well as the organization of the force into the main effort, reserve, and security. The nature of the mission may also mean organizing into contiguous or noncontiguous deep, close, and rear areas. The battlefield
framework provides the commander and his staff with an organized way to ensure they consider in planning and execution all essential elements of military operations.  

(Draft MCDP 1-0)

2005. Mobilization and Deployment Planning

What is Time-Phased Force and Deployment Data?

The time-phased force and deployment data (TPFDD) is the Joint Operation Planning and Execution System data base portion of an operation plan; it contains time-phased force data, nonunit-related cargo and personnel data, and movement data for the operation plan, including:

- In-place units
- Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation
- Routing of forces to be deployed
- Movement data associated with deploying forces
- Estimates of cargo and personnel movements unrelated to specific organizations to be conducted concurrently with force deployment
- Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

(Joint Pub 1-02)
The conduct of a successful campaign requires the integration of many disparate efforts. Effective action in any single warfighting function is rarely decisive in and of itself. We obtain maximum impact when we harmonize all warfighting functions to accomplish the desired strategic objective in the shortest time possible and with minimal casualties.

(MCDP 1-2)

The key advantage of using warfighting functions is that they allow the commander and his planners to look at all aspects of the battlespace and not leave anything to chance, if it is within their capability to coordinate, control, influence, and synchronize them. By synchronizing the warfighting functions, the commander can increase the force’s combat power, mass effects on the enemy, and aid in the assessment of the success of the operation.

(Draft MCDP 1-0)

3001. Command and Control

Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Control involves arranging personnel, equipment, and facilities to allow the commander to extend his influence over the force during the planning and execution of military operations. Command and control is the overarching warfighting function that enables all of the other warfighting functions.

Command has two vital components—decisionmaking and leadership. Decisionmaking is choosing if to decide, then when and what to decide. It also includes recognizing the consequences of the act of deciding, and anticipating the outcomes that can be expected from the implementation of
the decision. Leadership is taking responsibility for decisions; being loyal to subordinates; inspiring and directing Marines toward a purposeful end; and demonstrating physical and moral courage in the face of adversity. Command remains a very personal function. Professional competence, personality, and the will of strong commanders represent a significant part of any unit’s combat power. The commander goes where he can best influence the action, where his moral and physical presence can be felt, and where his will to achieve a decision can best be expressed, understood, and acted upon. The focus of command and control is on the commander—his intent, guidance, and decisions and how he receives feedback on the results of his actions. Commanders command while staffs coordinate and make necessary control adjustments consistent with the commander’s intent.

Control is inherent in command. Control allows the staff to monitor the status of the command, assess the gap between what was planned and what has been accomplished, and direct action to exploit new opportunities or correct deficiencies. Control serves its purpose if it allows the commander freedom to operate, delegate authority, lead from any critical point on the battlefield, and synchronize actions across his AO.

No single command and control option works best for all expeditionary operations. A MAGTF should be flexible in modifying its standing operating procedures to meet the specific requirements of each situation.

If the MAGTF is part of a multinational force, the Commander must be prepared to provide increased liaison officers or advisors. Language barriers, varied cultural backgrounds, and different military capabilities and training may detract from effective coordination with multinational partners. Liaison and advisory teams must be adequately organized, staffed, trained, and equipped to overcome these detractors. Liaison teams must be provided with adequate and redundant communications means to ensure they maintain connectivity to the MAGTF. Deployment of a team may be critical to effective coordination and mission accomplishment. Marine foreign area officers possess unique capabilities in language and cross-cultural training. Their regional orientation makes them one of the principal choices to complement and support expeditionary operations involving multinational forces.

MAGTF planners should also consider assigning missions based on each multinational partner’s capabilities. Political considerations will influence the degree of involvement for each nation. Some multinational partners may not be traditional allies of the United States. Others may harbor long-
standing animosities towards other participating nations. These factors create unique interoperability, foreign disclosure, and counterintelligence issues. Early determination and resolution of these issues with partner nations during the planning process are critical for retaining the cooperation of multinational partners and ensuring they have the resources necessary to accomplish their assigned missions.

Interoperability of communications systems is critical to the success of the operation. In United States unilateral operations, command and control arrangements may vary based on coordination with military, civil authorities or federal, state, and local agencies. For example, command and control arrangements during support to United States civil authorities must be planned with unity of effort in mind, and provide communications links to appropriate United States agencies. In a disaster, routine communications may be disrupted. Civil authorities might have to rely on backup communications systems or, if civilian backup systems are disrupted, the military may have the only communications equipment available. The MAGTF should be prepared to establish communication linkages with these authorities.

Why is Centralized Planning and Decentralized Execution Important?

Centralized planning is essential for controlling and coordinating the efforts of the forces. Decentralized execution is essential because no one commander can control the detailed actions of a large number of units or individuals. (Joint Pub 0-2)

Clearly stated intent and trust in subordinates by the commander are key to initiative and decentralized control. (MCWP 3-1)

[Within the single battle, the commander conducts centralized planning while fostering decentralized execution allowing subordinates to exercise disciplined initiative and exploit opportunities. Centralized planning is essential for controlling and coordinating the efforts of all available forces. Decentralized execution is essential to generate the tempo of operations required to cope with the uncertainty, disorder, and fluidity of combat. The challenge to commanders and staffs is to walk the fine line between over centralizing operations thus stifling subordinates initiative or decentralizing to the point that the MAGTF fails to achieve unity of effort.]
What is a Supported Commander?
A supported commander is the commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. (Joint Pub 1-02)

What is a Supporting Commander?
A supporting commander is a commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Supporting commands may include the designated combatant commands and Defense agencies as appropriate. (Joint Pub 1-02)

What are the Categories of Support?
- **General Support.** The action that is given to the supported force as a whole rather than to a particular subdivision thereof.
- **Mutual Support.** The action that units render each other because of their assigned tasks, their position relative to each other, and their inherent capabilities.
- **Direct Support.** A mission requiring a force to support another specific force and authorizing it to answer directly the supported force's request.
- **Close Support.** The action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action with fire, movement, or other actions of the supported force. (Joint Pub 0-2)

What is an Initiating Order?
Amphibious operations commence with an order issued by a commander to the Navy and landing force commanders. The initiating order may come in the form of a warning order, and alert order, a planning order, or an operations order. The initiating order should normally provide the following information:
- Provide the commander's mission, intent, and concept of operations.
• Designate commanders, command relationships, and special instructions as required. (Note: Special instructions may include an establishing directive if a support relationship is designated between commanders of the amphibious force.)
• Designate assigned and attached forces to the amphibious force.
• Assign an operational area.
• Assign tasks.
• Assign responsibility and provide necessary coordinating instructions for the conduct of supporting operations.
• Set target dates for execution of the operation.
• Provide additional coordinating instructions, as required.
  
  (Joint Pub 3-02)

What is an Establishing Directive?

An establishing directive specifies the purpose of the support relationship, the effect desired, and the scope of the action to be taken. It should also include:

• Forces and other resources allocated to the supporting effort.
• Time, place, level, and duration of the supporting effort.
• Relative priority of the supporting effort.
• Authority, if any, of the supporting commander to modify the supporting effort in the event of exceptional opportunity or an emergency.
• Degree of authority granted to the supported commander over the supporting effort.
• Establishment of air, sea, and ground maneuver control zones.
• Development of joint tactical air requests and air support requests.
• Development of target nominations, establishment of fire support control measures, integration of air defense, and the role of the supporting arms coordination center.
• Development of the amphibious force intelligence collection plan, commander, amphibious task forces logistical support to commander, landing force.
• Force protection responsibilities
  
  (Joint Pub 0-2 and Joint Pub 3-02)
3002. Maneuver

Maneuver is the movement of forces for the purpose of gaining an advantage over the enemy in order to accomplish an objective. That advantage may be psychological, technological, or temporal as well as spatial. Maneuver is movement relative to the enemy to put him at a disadvantage. It normally includes the movement of forces on the battlefield in combination with fire. Maneuver is the dynamic element of combat, the means of concentrating forces for decisive action to achieve the surprise, psychological shock, physical momentum, and moral dominance that enables smaller forces to defeat larger ones. Commanders maneuver their forces to create the conditions for tactical and operational success. Forces may maneuver in other dimensions as well. For instance, a force may also maneuver in time by increasing relative speed and operating at a faster tempo than the enemy. Maneuver is rarely effective without firepower. Maneuver and firepower are complementary dynamics of combat. Although one might dominate a phase of the battle, the synchronized effects of both characterize all operations. Mobility operations such as breaching, route improvement, and bridging preserve the freedom of maneuver of friendly force. Countermobility operations such as building obstacles in conjunction with fires hinder enemy maneuver and deny mobility to enemy forces. Deception can also enhance the effectiveness of maneuver through psychological shock and surprise. (MCDP 1-0)

What is the Purpose of Offensive Operations?
The offense is the decisive form of warfare. While defensive operations can do great damage to an enemy, offensive operations are the means to a decisive victory. Offensive operations are conducted to take the initiative from the enemy, gain freedom of action, and mass effects to achieve objectives. According to MCDP 1, offensive operations allow the commander to impose his will on the enemy by shattering the enemy’s moral, mental, and physical cohesion. The enemy loses his ability to fight as an effective, coordinated force as Marine Corps forces generate an overwhelming tempo by conducting a variety of rapid, focused, and unexpected offensive actions. (Draft MCDP 1-0)

What are the Types of Offensive Operations?
There are four types of offensive operations—movement to contact, attack, exploitation, and pursuit. These operations may occur in sequence, simultaneously, or independently across the depth of the battlespace. For
example, a movement to contact may be so successful that it immediately leads to an exploitation, or an attack may lead directly to pursuit. These types of offensive operations are rarely all performed in one campaign or in the sequence presented in this chapter. Nor are the dividing lines between the types of offensive operations as distinct in reality as they are in a doctrinal publication. The successful commander uses the appropriate type of offensive operation for his mission and situation, not hesitating to change to another type if the battle dictates. The goal is to move to exploitation and pursuit as rapidly as possible. The commander seeks to take advantage of enemy weaknesses and maneuver to a position of advantage, creating the conditions that lead to exploitation. (Draft MCDP 1-0)

What are the Forms of Offensive Maneuver?
The forms of offensive maneuver are the basic techniques a force conducting offensive operations uses to gain advantage over the enemy. Each form of maneuver has a resultant effect on the enemy. The MAGTF commander chooses the form of maneuver that fully exploits all the dimensions of the battlespace and best accomplishes his mission. He generally chooses one of these as a foundation upon which to build a course of action.

- **Frontal Attack.** A frontal attack is an offensive maneuver in which the main action is directed against the front of the enemy forces. It is used to rapidly overrun or destroy a weak enemy force or fix a significant portion of a larger enemy force in place over a broad front to support a flanking attack or envelopment. It is generally the least preferred form of maneuver because it strikes the enemy where he is the strongest. It is normally used when commanders possess overwhelming combat power and the enemy is at a clear disadvantage. Frontal attacks may be used by supporting efforts to fix the enemy in place and enable the main effort to maneuver to a position of advantage during an envelopment or a flanking attack. A frontal attack can create a gap through which the attacking force can conduct a penetration. Frontal attacks are often used together with feints and demonstrations. Aviation forces and supporting arms are often used to create gaps with fires in the enemy’s front or to prevent or delay enemy reinforcements reaching the front lines.

- **Flanking Attack.** A flanking attack is a form of offensive maneuver directed at the flank of an enemy force. A flank may be
created by the attacker through the use of fires or by a successful penetration. It is similar to an envelopment but generally conducted on a shallower axis. Such an attack is designed to defeat the enemy force while minimizing the effect of the enemy’s frontally oriented combat power. Flanking attacks are normally conducted with the main effort directed at the flank of the enemy. Usually, there is a supporting effort that engages the enemy force’s front by fire and maneuver while the main effort maneuvers to attack the enemy’s flank. This supporting effort diverts the enemy’s attention from the threatened flank. It is often used for a hasty attack or meeting engagement in which speed and simplicity are paramount to maintaining battle tempo and, ultimately, the initiative.

- **Envelopment.** An envelopment is a form of offensive maneuver by which the attacker bypasses the enemy’s principal defensive positions to secure objectives to the enemy’s rear. The enemy’s defensive positions may be bypassed using ground, waterborne, or vertical envelopment. An envelopment compels the defender to fight on the ground of the attacker’s choosing. It requires surprise and superior mobility relative to the enemy. The operational reach and speed of aviation forces, coupled with their ability to rapidly mass effects on the enemy make them an ideal force to conduct an envelopment. An envelopment is conducted at sufficient depth so that the enemy does not have time to reorient his defenses before the commander concentrates his force for the attack on the objective. Because of their ability to rapidly mass, aviation forces are particularly well suited to function as the enveloping force or to enable the success of the enveloping force.

- **Turning Movement.** A turning movement is a form of offensive maneuver in which the attacker passes around or over the enemy’s principal defensive positions to secure objectives deep in the enemy’s rear. Normally, the main effort executes the turning movement as the supporting effort fixes the enemy in position. A turning movement is different than an envelopment. Unlike an envelopment, the turning force usually operates at such distances from the fixing force that mutual support is unlikely. Therefore, the turning force must be capable of operating independently. The goal of a turning movement is to force the enemy to abandon his position or reposition major forces to meet the threat. Once “turned” the enemy loses his advantage of fighting from prepared
positions on ground of his choosing. The ACE’s speed and agility allow it to mass at the necessary operational depth to support the MAGTF commander’s plan.

- **Infiltration.** Infiltration is a form of maneuver in which forces move covertly through or into an enemy area to attack positions in the enemy’s rear. This movement is made, either by small groups or by individuals, at extended or irregular intervals. Forces move over, through, or around enemy positions without detection to assume a position of advantage over the enemy. Infiltrations normally take advantage of limited visibility, rough terrain, or unoccupied or unobserved areas. These conditions often allow undetected movement of small elements when the movement of the entire force would present greater risks. The commander may elect to conduct a demonstration, feint, or some other form of deception to divert the enemy’s attention from the area to be infiltrated.

- **Penetration.** A penetration is a form of offensive maneuver in which an attacking force seeks to rupture the enemy’s defense on a narrow front to disrupt the defensive system. Penetrations are used when enemy flanks are not assailable or time, terrain, or the enemy’s disposition does not permit the employment of another form of maneuver. Successful penetrations create assailable flanks and provide access to the enemy’s rear. A penetration is accomplished by concentrating overwhelmingly superior combat power on a narrow front and in depth. As the attacking force ruptures the enemy’s defenses, units must be tasked to secure the shoulders of the breach and ultimately widening the gap for follow-on units. Rupturing the enemy position and widening the gap are not in themselves decisive. The attacker must exploit the rupture by attacking into the enemy’s rear or attacking laterally to roll up the enemy’s positions. The shock action and mobility of a mechanized force, in conjunction with aviation forces, are useful in rupturing the enemy’s position and exploiting that rupture. (Draft MCDP 1-0)

**What is the Purpose of Defensive Operations?**

The purpose of defensive operations is to defeat an enemy attack. The MAGTF defends in order to gain sufficient strength to attack. Although offensive action is generally the decisive form of combat, it may be necessary for the MAGTF to conduct defensive operations when there is a need to buy time, to hold a piece of key terrain, to facilitate other operations, to preoccupy the enemy in one area so friendly forces can attack
him in another, or to erode enemy resources at a rapid rate while reinforcing friendly operations. Defensive operations require precise synchronization since the defender is constantly seeking to regain the initiative.

(Draft MCDP 1-0)

What are the Types of Defensive Operations?
There are two fundamental types of defense: the mobile defense and the position defense. In practice, Marine commanders tend to use both types simultaneously and rarely use one or the other exclusively. Mobile defense orients on the destruction of the attacking force by permitting the enemy to advance into a position that exposes him to counterattack by a mobile reserve. Position defense orients on retention of terrain by absorbing the enemy in an interlocking series of positions and destroying him largely by fires. The combination of these two types of defense can be very effective as the commander capitalizes on the advantages of each type and the strengths and capabilities of his subordinate units.

A key characteristic of a sound defense is the ability of the commander to aggressively seek opportunities to take offensive action and wrest the initiative from the enemy. With this in mind, the decision to conduct a hasty or deliberate defense is based on the time available or the requirement to quickly resume the offense. The enemy and the mission will determine the time available.

(Draft MCDP 1-0)

What are the Functions of Marine Aviation?
The tasks of Marine aviation fall into six functional areas —

- **Antiair warfare** destroys or reduces enemy air and missile threats.
- **Offensive air support** isolates the battlefield. It provides timely and accurate close air support (CAS) and deep air support (DAS).
- **Assault support** insures the rapid build-up of combat power. It facilitates the quick maneuver of ground forces.
- **Air reconnaissance** provides the MAGTF commander with information he can use to influence operations.
- **Electronic warfare** neutralizes enemy radars to support MAGTF operations. It provides the MAGTF commander with information he can use to update the enemy’s order of battle.
- **Control of aircraft and missiles** provides the MAGTF commander with the ability to use aviation combat element assets to influence combat operations.
Planners initially consider the functional area, not the means (i.e., particular weapons systems), when analyzing the fundamental requirements of accomplishing any given objective.  

(MLCP 3-2)

3003. Fires

The Department of Defense (DOD) Joint Publication (JP) 1-02, Dictionary of Military Terms defines fires as the use of weapon systems to create a specific lethal or nonlethal effect on a target. Within Marine Air Ground Task Forces (MAGTF), weapon systems include direct and indirect fires, aviation and naval surface fires as well as nonlethal capabilities like electronic attack (EA), directed energy, and psychological operations (PSYOP). Desired effects can range from physical destruction and psychological paralysis resulting from lethal fires to influencing the will of the people through nonlethal actions. MAGTF targets include inanimate objects such as bridges, power grids or artillery pieces, as well as socially complex, adaptable targets like military units and civilian populations.  

(MCWP 3-43.3)

Fires are the employment of firepower against air, ground, and sea targets. Fires delay, disrupt, degrade, or destroy enemy capabilities, forces, or facilities, as well as affect the enemy’s will to fight. It includes the collective and coordinated use of target acquisition systems, direct and indirect fire weapons, armed aircraft of all types, and other lethal and nonlethal means, such as electronic warfare and physical destruction. Fires re normally used in concert with maneuver and help to shape the battlespace, setting conditions for decisive action.

Synchronizing fires with maneuver is critical to the successful prosecution of combat operations. Commanders synchronize organic and supporting joint fire assets with their scheme of maneuver to get maximum effects of fires. Generating effective firepower against an enemy requires that organic and supporting fires be coordinated with other warfighting functions such as intelligence, maneuver, and logistics. Subordinate fire support systems and processes for determining priorities, identifying and locating targets, allocating fires assets, attacking targets, and assessing battle damage must be fully integrated. The employment of all available fires throughout the depth of the battlespace as an integrated and synchronized whole is done through the process of fire support planning, coordination, and execution.  

(Draft MCDP 1)
What is Fire Support Planning?
Fires support planning is the continuous process of analyzing, allocating and scheduling fire support to effectively integrate fires into the commander’s concept of operations.

Fire planning occurs in three overlapping, sequential stages: conceptual, functional, and detailed. Conceptual planning establishes the aims, objectives, and intentions and involves developing broad concepts for action. Conceptual planning is primarily the province of the commander and generally corresponds to the art of war. The commander may provide a concept of fires as part of his guidance. Otherwise, fires planners will recommend the concept of fires for each course of action based on the commander’s intent, vision of decisive and shaping actions, and any targeting guidance and priorities.

Functional planning is the design of plans for the employment of discrete functional activities. The commander and his staff perform functional planning, which is a combination of the art and science of war. Fires planners design supporting functional plans for artillery, aviation, naval surface fire support, and all nonlethal capabilities that fall within the purview of their respective fire support organization.

Detailed planning translates the results of conceptual and functional planning into complete and practical plans. Detailed planning encompasses the specifics of implementation and generally corresponds to the science of war. Detailed planning does not establish objectives; it prescribes the actions or tasks that accomplish the objectives. Detailed planning for fires includes targeting, scheduling, FSCM(s), rehearsals, battle drills, and coordination with higher, adjacent, supporting and subordinate units to promote an integrated effort. (MCWP 3-43.3)

What is the Marine Corps' Targeting Process?
The MAGTF uses the “decide, detect, deliver, and assess” (D3A) methodology for targeting within its AO using organic forces/capabilities. The MAGTF uses the joint targeting process for targeting outside their AO or when targeting inside their AO using other services’ forces/capabilities (other than joint air). The MAGTF interacts with the joint air tasking cycle during joint air operations. (Joint Pub 3-09, MCRP 3-16A)
What is the Joint Targeting Process and how does D3A Support it?

The joint targeting process has the following steps—

- Commander’s objectives and guidance.
- Target development.
- Weaponeering assessment.
- Force application.
- Execution planning/force execution.
- Combat assessment.

Normally, targeting within the MEF command element is performed by the force fires coordination center (FFCC) targeting cell. In a MEF, the focus is on the deep operation with necessary transition to the close operation. The MEF must integrate D3A with the air targeting cycle since the commander’s primary tool for deep operations is aviation.

(Joint Pub 3-09, MCWP 3-16)

What are the Principal Command and Control Agencies for Fire Support?

Under direction of the target information officer, the targeting cell, in close coordination with the target intelligence officer, helps plan future operations by incorporating the tactical targeting methodology of D3A with the six step, joint targeting cycle. It executes in current operations by integrating the time-driven air tasking order of the ACE with event driven need for fires in the operation.

Ground combat element (GCE) fire support coordination centers (FSCC) interact with the command element through the Force Fires Coordination Center (FFCC). The FFCC coordinates those matters that cannot be coordinated by FSCCs within the GCE and those matters that affect the MAGTF as a whole. The FFCC coordinates fires with higher, adjacent, and external commands. It maintains close coordination with the GCE for integrating fire support plans of the deep and close battle.

The GCE interfaces with the ACE through the Marine air command and control system (MACCS). Control and coordination of direct air support is achieved through tactical air control parties organic to GCE units, through the direct air support center, and through other MACCS agencies. The GCE
coordinates naval surface fire support through naval gunfire liaison sections including U.S. Navy personnel communicating to support ships.

(MCWP 3-16)

**What is a MAGTF Targeting Board?**

At the MAGTF command element, the targeting cell hosts a targeting board. The board assesses targeting effectiveness and updates priorities and the target list. Its basic process inputs subordinates’ recommendations from target lists. It considers them with the commander’s guidance and priorities, and produces a prioritized target list. *The MAGTF targeting board must integrate within the joint targeting board.* (MCWP 3-16)

**What is the Role of Marine Aviation in Fire Support Planning and Execution?**

Marine aviation most often conducts fires by offensive air support (OAS). OAS involves air operations that are conducted against enemy installations, facilities, and personnel in order to directly assist in the attainment of MAGTF objectives by destroying enemy resources or isolating enemy military forces. OAS includes two categories: CAS and DAS.

- **Close Air Support.** CAS is an air action performed by fixed-wing and rotary-wing aircraft against hostile targets that are in close proximity to friendly forces. CAS requires detailed integration of each air mission with the fire and movement of friendly forces.

- **Deep Air Support.** DAS is an air action against enemy targets at such a distance from friendly forces that detailed integration of each mission with fire and movement of friendly forces is not required. Close coordination of the fire and maneuver of friendly forces is a qualifying factor for a DAS mission. DAS missions are flown on either side of the fire support coordination line. These missions include air interdiction and armed reconnaissance.
  - **Air Interdiction Operations.** An air interdiction operation destroys, neutralizes, or delays the enemy’s military potential before it can be brought to bear effectively against friendly forces. This type of operation is a response to a known target that is briefed in advance.
  - **Armed Reconnaissance Missions.** An armed reconnaissance mission finds and attacks targets of opportunity (i.e., enemy materiel, personnel, and facilities)
in assigned areas. This type of operation is a response to targets that are not known or briefed in advance.

(MCWP 3-2)

What is a Fire Support Coordination Measure (FSCM)?
FSCMs facilitate the rapid engagement of targets while protecting friendly forces. Inherent in the concept of an FSCM is that coordination of fire missions fitting a specific set of criteria has been made and only limited coordination, if any, need be made with appropriate agencies regarding the execution of that mission. All FSCMs affect coordination by setting parameters on the ground or in the air that separate friendly capabilities both spatially and in time. Planners apply FSCMs during COA development and refine them based on the results of COA wargaming. There are two types of FSCMs, permissive and restrictive. (MCWP 3-43.3)

What is the Difference Between Restricted and Permissive FSCMs?
Permissive FSCMs facilitate the attack of targets. When established, these measures permit the engagement of targets beyond the measure or into the area described by the measure without additional coordination with the headquarters establishing the measure.

Restrictive FSCMs safeguard friendly forces. When established, a restrictive FSCM imposes certain coordination requirements prior to the engagement of those targets affected by the measure.

Who establishes FSCMs?
FSCMs are recommended by the appropriate fire support organization and established by the commander. All measures are labeled with title or abbreviated title of the measure followed by the establishing headquarters. The significance of identifying the establishing headquarters is that it designates the area the FSCM applies. (MCWP 3-16)

What are High-Value Targets? High-Payoff Targets?
A high-value target is a target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander’s area of interest. Also called HVT.

A high-payoff target is a target whose loss to the enemy will significantly contribute to the success of the friendly course of action. High-payoff
targets are those high-value targets, identified through wargaming, which must be acquired and successfully attacked for the success of the friendly commander’s mission. Also called HPT. (Joint Pub 1-02)

**What Does Joint Doctrine Say About Control of USMC Tactical Air in Sustained Operations Ashore?**

“The MAGTF commander will retain operational control of organic air assets. The primary mission of the MAGTF air combat element is the support of the MAGTF ground element. During joint operations, the MAGTF air assets will normally be in support of the MAGTF mission. The MAGTF commander will make sorties available to the joint force commander, for tasking through the joint force air component commander, for air defense, long-range interdiction, and long-range reconnaissance. Sorties in excess of MAGTF direct support requirement will be provided to the joint force commander for tasking through the joint force air component commander for the support of other components of the joint force or the joint force as a whole. Nothing herein shall infringe on the authority of the geographic combatant or joint force commander in the exercise of operational control, to assign missions, redirect efforts (e.g., the reapportionment and/or reallocation of any Marine Air-Ground Task Force (MAGTF) TACAIR sorties when it has been determined by the joint force commander that they are required for higher priority missions), and direct coordination among the subordinate commanders to ensure unity of effort in accomplishment of the overall mission, or to maintain integrity of the force. NOTE: Sorties provided for air defense, long-range interdiction, and long range reconnaissance are not “excess” sorties and will be covered in the air tasking order. These sorties provide a distinct contribution to the overall joint force effort. The JFC must exercise integrated control of air defense, long-range reconnaissance, and interdiction aspects of the joint operation or theater campaign. Excess sorties are in addition to these sorties.”

(Joint Pub 1)

**3004. Logistics**

Logistics encompasses all activities required to move and sustain military forces. At the tactical level, it is referred to as combat service support and involves elements properly staffed to arm, fuel and repair equipment; issue supplies; and provide general engineering, transportation, health support and other services to the MAGTF. A dependable uninterrupted logistics system helps the commander seize and maintain the initiative.
Commanders should anticipate requirements in order to push the right support forward at the right time. Tactical and operational success depends on fully integrating concepts of logistics and operations. Commanders should develop a logistics system that can react rapidly in crises or can sustain efforts to exploit tactical success. Logistics must also be prepared to support other operations, such as civil affairs. Logistics arrangements cannot be so meager that they do not meet the needs of commanders as they execute their operations, nor can they be so excessive that they overwhelm the ability of commanders to conduct operations effectively.

(Draft MCDP 1-0)

What are the Functional Areas of Logistics?

Logistics is normally categorized in six functional areas—

- **Supply.** Supply consists of requirements determination (routine, pre-planned or long range), procurement, distribution, disposal, storage, and salvage. Supply is broken down into ten classes of supply which are discussed later in this chapter.

- **Maintenance.** Maintenance involves those actions taken to retain or restore materiel to serviceable condition. Maintenance includes inspection and classification; servicing, adjusting, and tuning; testing and calibration; repair; modification; rebuild and overhaul; reclamation; recovery and evacuation.

- **Transportation.** For a MAGTF, transportation is the requirement to put sustainability assets (personnel and materiel) in the correct location at the correct time to commence operations on time and to sustain operations. Transportation includes embarkation, landing support, motor transport, port and terminal operations, air delivery, material handling equipment as well as freight and passenger transportation.

- **General engineering.** General engineering is a wide range of tasks to sustain forward combat operations. This includes engineer reconnaissance, horizontal and vertical construction, facilities maintenance, demolition and obstacle removal, and explosive ordnance disposal.

- **Health services.** Health services is provided via a proactive, preventive medicine program and a phased health care system (levels of care) that extends from actions taken at the point of wounding, injury, or illness to evacuation to a medical treatment facility that provides more definitive treatment. Health services
include health maintenance, casualty collection, casualty treatment, temporary casualty holding, and casualty evacuation.

- **Services.** These are nonmaterial and support activities such as disbursing, postal, legal, security support, exchange, civil affairs, and graves registration. (MCWP 4-1)

**What are the Marine Corps’ Logistics Support Programs?**

- **Maritime Prepositioning Forces.** MPFs provide an added dimension to strategic mobility, readiness, and global responsiveness. The MPF program includes three maritime prepositioned ships squadrons (MPSRON). These specially designed ships are strategically positioned around the world and each squadron contains the bulk of equipment and 30 days of supplies for a notional 17,600-man Marine Expeditionary Brigade. The MPF program reduces MAGTF response time from weeks to days. Included in each MPSRON is organizational level, common aviation support equipment and limited, intermediate level support equipment. Each MPSRON also includes sufficient assets to stand up a Fleet Hospital, establish an Expeditionary Airfield, outfit a Naval Construction Battalion, and provide a humanitarian relief package as standard MPF capabilities.

- **Aviation Logistics Support Ship.** The aviation logistics support ship (TAVB) is a program developed to transport critical, tailored, intermediate-level maintenance and supply support to a forward operating area in support of deployed aircraft. They provide dedicated sealift for movement of the Marine aviation logistics squadron supplies and equipment and an afloat or pierside intermediate maintenance activity capability. This immediate maintenance activity is task-organized to repair aircraft parts and equipment of the aircraft platforms within the MAGTF.

- **Norway Geoprepositioning Program.** The Norway Geoprepositioning Program is a capability similar in scope to that of an MPS squadron. The program, established with the Government of Norway, permits the prepositioning and maintenance of a brigade’s worth of equipment in underground storage facilities in Norway. (MCWP 4-1)
What is Directive Authority for Logistics?

Commanders of combatant commands may exercise *directive authority for logistics (DAFL)* or delegate directive authority for a common support capability. The exercise of DAFL by a combatant commander includes the authority to issue directives to subordinate commanders, including peacetime measures, necessary to ensure—

- Effective execution of approved operation plans.
- Effectiveness and economy of operation.
- Prevention or elimination of unnecessary duplication of facilities and overlapping of functions among the Service component commands.

A combatant commander’s directive authority for logistics does not—

- Discontinue Service responsibility for logistic support. Unless otherwise directed by the Secretary of Defense, Military Departments and Services are responsible for the logistic and administrative support of Service forces assigned or attached to joint commands.
- Discourage coordination by consultation and agreement.
- Disrupt effective procedures, efficient utilization of facilities, or Service component logistics organizations. (Joint Pub 4-0)

DAFL gives the combatant commander the authority to issue directives to assigned forces over which he exercises COCOM on the provision of logistics within a joint force. While COCOM cannot be delegated, the combatant commander can specifically delegate elements of COCOM, including DAFL. With DAFL, the joint force commander may direct a single Service to provide a resource to all components of the joint force and/or establish a joint agency to provide the service or supply. (Joint Pub 4-0, MCWP 4-12)

What is Theater-Level Support?

Theater-level support is that provided to the Marine Corps that is beyond the capabilities of the MAGTF, normally for long-duration contingencies. It is essential that detailed coordination take place between the MAGTF and the CCDR / JTF CDR J-4 to ensure the logistics synchronization matrix accurately portrays when the designated Lead Agent / Executive Agent for each functional area capability is able to effectively support the MAGTF and that the MAGTF can sustain itself in these areas until theater-level
support meets the needs of the MAGTF. This requires detailed coordination during planning and constant oversight during execution. The MAGTF G-4 must also ensure that the policies and procedures involved in such support are fully understood by all elements of the MAGTF and that the MAGTF battle rhythm supports effective presentation of MAGTF issues to the Joint Logistics Boards, Bureaus, Offices, Centers, Cells and Working Groups. (Joint Pub 4-0)

What is the Role of the MAGTF Deployment Distribution Operation Center (MDDOC)?

The MDDOC conducts integrated planning, provides guidance and direction, and coordinates and monitors transportation and inventory resources as the relate to the management of the MAGTF’s distribution process. The activities of the MDDOC are directed by the MAGTF Distribution Officer (MDO). The MDO coordinates with the MARFOR Component Distribution Officer (MFCDO) and/or the CJTF/JTF C4/J4/DDOC or Logistics Operations Center (LOC) as well as the Supporting Establishment as needed on all matters related to distribution efforts both for deployment to and within the Area of Responsibility.

The MDDOC deconflicts competing distribution priorities, develops and publishes the Surface Tasking Order, participates in the development of the Air Tasking Order, and establishes and conducts Movement Control Boards (MCB).

Via the MAGTF Movement Control Center (MMCC), the MDDOC allocates, schedules, and coordinates ground transportation requirements based on the MAGTF Commander’s priorities. This includes installation operations, support groups, Unit Movement Control Centers (UMCC) and Terminal Operations Organizations (TOO). (MCO 4470.1)

What are the Combat Service Support Considerations for an Amphibious Operation?

An amphibious operation is characterized by a rapid buildup of combat power ashore. Associated with this projection of combat power may be the requirement to land combat service support units to sustain the landing force. On the basis of establishing and maintaining an effective throughput system, combat service support for amphibious operations may remain sea-based or may be required to transition from sea-based to shore-based support. Consequently, the assault elements must be self-sufficient during the early stages of the operation. Tactical and logistical planners must
consider the capabilities and limitations of the amphibious task force’s combat service support and naval logistics support capabilities.

(MCWP 4-1)

What is the Marine Corps’ Role in a Logistics Over-the-Shore Operation?

Logistics-over-the-shore (LOTS) operations are used to sustain forces ashore after entry and involve the loading and unloading of ships. They are designed to be conducted without the benefit of fixed port facilities and can be adapted to use any available, suitable facility. This approach to supporting troops ashore is appropriate only under certain conditions, the key factor being that an operation must be of sufficient scope and duration to make the build up of logistics ashore worth while. Another important factor is the degree of enemy opposition; large concentrations of materiel and equipment ashore can be vulnerable targets whose destruction could severely impair the supported operation.

The buildup of logistics ashore requires a beach support area developed by the landing support element. The beach support area permits initial accumulation of sustainment ashore and subsequent establishment of a combat service support area (CSSA) that provides sustained support to the landing force.

MAGTF(s) embarked on amphibious shipping are capable of conducting LOTS operations in support of the MAGTF. Doctrine for joint LOTS operations and some specialized equipment have been developed for LOTS operations involving Army units and equipment in addition to Marine Corps and Navy units and equipment. (MCWP 4-11)

Joint doctrine states that as a force transitions from amphibious operations to LOTS operations, tactical control of the landing force shore party, or any beach support elements, will pass to the JLOTS commander. Exceptions to this must be approved by the joint force commander or stated in the joint force operations order. A LOTS operation is a Navy/Marine Corps operation. It transitions to a JLOTS operation when the Army participates in the operation. The Army has the capability to transition to an Army only LOTS operation after the Navy and Marine Corps redeploy. (Joint Pub 4-01.6)
**What is the Marine Corps’ Role in Establishing the Offshore Bulk Fuel System?**

The initial system for transferring fuel from points offshore to reception areas on the beach is the offshore bulk fuel system (OBFS) and consists of two subsystems: the amphibious assault bulk fuel system (AABFS) and the offshore petroleum distribution system (OPDS). The AABFS is the bulk fuel discharge system used to support Marine Corps amphibious assaults and MPF operations. It is designed to provide the initial means of transferring those ships’ fuel cargo ashore. Although rapidly installable, the system has a limited life expectancy because it floats on the surf. For sustained operations, a more permanent system must be installed to meet continuing demands of a large force. The OPDS was designed to provide the Service components in an operational area with large volumes of refined petroleum products over a sustained period.

(Joint Pub 4-01.6, MCWP 4-11.6)

**What is a Roll-on/Roll-off Discharge Facility? What is its Utility?**

The roll-on/roll-off discharge facility (RRDF) provides a means of in-stream debarkation of vehicles from roll-on/roll-off (RO/RO) vessels in stream to lighters. Under favorable weather conditions, vehicles carried aboard RO/RO(s) can be driven off the ramp directly onto the RRDF and then onto causeway ferries or appropriate landing craft for transit ashore. RRDFs serve as the principle means of debarking maritime prepositioned ships when pier facilities are not available to the force. (Joint Pub 4-01.6)

**Where are the Organic Combat Service Support Providers Located in each Major Subordinate Command?**

The MEF normally receives support from at least one Marine Logistics Group (MLG). The MLG task-organizes to provide a full range of support functions from sea bases aboard naval shipping or from expeditionary bases ashore. The MLG is organized and resourced to support operations through centralization of logistic resources and decentralization in executing support operations.

The MLG is organized to provide a full range of combat service support capabilities for 60 days. It has three regiments and two independent battalions:

- Forward Combat Logistics Regiment.
• Direct Support Combat Logistics Regiment.
• General Support Combat Logistics Regiment.
• Engineer Support Battalion.
• Dental Battalion.

The Marine Division depends on the Marine Logistics Group as its primary source of logistic support. That support comes from the Combat Logistics Battalions (CLB) within the Direct Support Combat Logistics Regiment (CLR) as well as assets from the other elements of the MLG. However, the division has organic combat engineer capability that it can employ in general and direct support of division organizations before requesting additional support from the engineer assets of the Marine Logistics Group. The division also has a limited general and direct support motor transport capability, which is normally employed in support of the division headquarters as well as specified levels of intermediate maintenance capability within division units, such as artillery, tank, and amphibious assault battalions.

The Marine Aircraft Wing has logistic units in the MWSG that provide aviation ground support. The Marine Aviation Logistics Squadron (MALS) provides intermediate-level, aircraft-specific aviation supply, maintenance, avionics, and ordnance capabilities in direct support of aircraft squadrons and groups. The Marine Aircraft Wing depends on Combat Logistics Companies (CLC) from the General Support CLR of the Marine Logistics Group as its primary external source of ground logistics and for delivery of aviation bulk commodities as well as services such as legal, disbursing, and dental from other elements of the MLG. (Draft MCDP 1-0)

**What are the Differences Between General Support and Direct Support Missions?**

Combat service support units provide support to the other elements of the MAGTF via either a general or direct support relationship. In a support relationship, the combat service support unit, while responsive to the needs of the supported unit, remains under the command of its parent organization. The combat service support commander retains control over subordinate units, which enhances centralized command and control and decentralized execution.

A combat service support unit or organization with a *general support* mission-
• Responds to combat service support requests in priority from—
  ➢ Higher combat service support headquarters.
  ➢ Supported unit.
  ➢ Own units.
• Establishes liaison with the supported unit(s).
• Establishes communications with—
  ➢ Supported unit(s).
  ➢ Higher combat service support headquarters.
• Is positioned by higher combat service support headquarters.

A combat service support unit or organization with a direct support mission—
• Responds to combat service support requests in priority from—
  ➢ Supported unit.
  ➢ Higher combat service support headquarters.
  ➢ Own units.
• Provide liaison personnel to the supported unit.
• Establishes communications with—
  ➢ Supported unit.
  ➢ Higher combat service support headquarters.
• Is positioned by the supported unit.  (MCWP 4-11)

What are the Classes of Supply?
The ten classes of supply are:

• **Class I.** Subsistence, which includes gratuitous health and welfare items and rations.

• **Class II.** Clothing, individual equipment, tentage, organizational tool sets and tool kits, hand tools, administrative and housekeeping supplies, and equipment.

• **Class III.** Petroleum, oils, and lubricants (POL), which consists of petroleum fuels, lubricants, hydraulic and insulating oils, liquid and compressed gases, bulk chemical products, coolants, de-icing and antifreeze compounds, preservatives together with components and additives of such products, and coal.
• **Class IV.** Construction, which includes all construction material; installed equipment; and all fortification, barrier, and bridging materials.

• **Class V.** Ammunition of all types, which includes, but is not limited to, chemical, radiological, special weapons, bombs, explosives, mines, detonators, pyrotechnics, missiles, rockets, propellants, and fuses.

• **Class VI.** Personal demand items or nonmilitary sales items.

• **Class VII.** Major end items, which are the combination of end products assembled and configured in their intended form and ready for use (e.g., launchers, tanks, mobile machine shops, vehicles).

• **Class VIII.** Medical/dental material, which includes medical-unique repair parts, blood and blood products, and medical and dental material.

• **Class IX.** Repair parts (less class VIII), including components, kits, assemblies, and subassemblies (reparable and non-reparable), required for maintenance support of all equipment.

• **Class X.** Material to support nonmilitary requirements and programs that are not included in classes I through IX. For example, materials needed for agricultural and economic development. (MCWP 4-1)

**What / Who Establishes the Health Services Patient Movement System?**

The current focus of the USMC emphasizes the provision of far-forward, mobile, medical and surgical support and stabilization and rapid evacuation of casualties who are unable to quickly return to duty. (MCWP 4-11.1)

The Patient Movement (PM) system provides a continuum of care, and it coordinates the movement of patients from the site of injury or illness using successive capabilities of medical care to a medical treatment facility (MTF) that can meet the needs of the patient. Patient Movement consists of three components: medical regulating, patient evacuation, and en route care. The guiding principle is that patients are moved only as far rearward as the tactical situation dictates and as clinical needs warrant. Prompt movement of patients to the required level of clinical care is essential to prevent morbidity and mortality. (NTTP 4-02.2M / MCRP 4-11.1G)
The joint force commander (JFC) is responsible for developing intratheater patient movement policies in coordination with Service component evacuation representatives. Patients enter the system at the point of injury or illness and are moved to capabilities of care within the theater. However, casualties can enter at the forward resuscitative care (FRC) capability, depending on the type of operation and forces supported. Intratheater patient movement can require a coordinated effort among the Services, coalition MTFs and/or host nation (HN) MTFs, the responsible patient movement requirements center (PMRC), and Service component organic and theater evacuation assets. (JP 4-02)

Where are the MAGTF Military Treatment Facilities (MTF) Located and What Are Their Capabilities?

Under current doctrine (MCWP 4-11.1), Health Service Support (HSS) is furnished in accordance with an ascending “taxonomy of care” that provides a continuum of essential care starting at the point of illness or injury and continuing through evacuation to medical treatment facilities offering ascending capability levels up to that of a general hospital in CONUS. Figure 3-1 summarizes this taxonomy. (Joint Pub 4-02)

Under this taxonomy the HSS system directs patients to an MTF able to begin decisive intervention to preserve life, limb and eyesight (LLE). MTF selection is bound by four interacting factors:

- Urgency of the patient’s needs
- Requirements for mobility of medical personnel and facilities
- Capabilities, equipment, and supplies of HSS personnel
- The workload at each capability level relative to its treatment capacity

The highest level of care organic to the MAGTF is Level II. This level is resident only in the medical and dental battalions organic to the MLG general support combat logistics regiment (CLR). All other HSS elements within the MAGTF render Level I care only. Level I units cannot hold patients. Level II units can hold them for only limited periods of time. The medical battalion staff must integrate its planning with adjacent and higher headquarters and with the Joint Patient Movement Requirements Center (JPMRC) to ensure that patient movement is responsive, provides en route care when needed and allows for METT-TC factors. Refer to Chapter 3 of Patient Movement doctrine (NTTP 4-02.2M/MCRP 4-11.1G) for general patient movement planning considerations.
The North Atlantic Treaty Organization (NATO) has four levels of care that correspond to the first four capability sets listed in Figure 3-1. This is stated in Allied Joint Publication (AJP) 4-10, Allied Joint Medical Support Doctrine. In coalition or multinational operations, personnel from non-NATO countries could have different interpretations of the care capabilities listed in Figure 3-1. In such circumstances, evacuation of casualties through progressive care levels may not occur and patients may arrive at an Expeditionary Medical Facility (EMF) without receiving first responder or forward resuscitative care.

<table>
<thead>
<tr>
<th>CAPABILITY</th>
<th>HEALTH CARE</th>
<th>EXAMPLE*</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Responder</td>
<td>Medical care rendered at the point of initial injury or illness</td>
<td>Self/buddy aid&lt;br&gt;Hospital Corpsman (Fid Med Tech)&lt;br&gt;USMC Combat Life Savers (CLS)&lt;br&gt;Bn/Wing Aid Station (BAS)&lt;br&gt;Shock Trauma Platoon (STP)&lt;br&gt;Ship’s Medical Department</td>
</tr>
<tr>
<td>Forward Resuscitative Care</td>
<td>Forward advanced emergency medical treatment performed close to the point of injury or illness</td>
<td>Navy Fleet Surgical Team (FST)&lt;br&gt;Forward Resuscitative Surgery System (FRSS)&lt;br&gt;Forward Surgical Company (FSC)&lt;br&gt;Casualty receiving &amp; treatment ship (CRTS)</td>
</tr>
<tr>
<td>Theater Hospitalization</td>
<td>Modular theater hospitals with medical and surgical capabilities required to support the theater</td>
<td>Navy Hospital Ship (T-AH)&lt;br&gt;Navy Expeditionary Medical Facility (EMF)&lt;br&gt;Amy Combat Support Hospital (CSH)&lt;br&gt;Air Force Expeditionary Medical Support (EMEDS)/Air Force Theater Hospital (AFTH)</td>
</tr>
<tr>
<td>Definitive Care</td>
<td>Full range of acute, convalescent, restorative and rehabilitative care</td>
<td>OCONUS medical treatment facility&lt;br&gt;CONUS medical treatment facility&lt;br&gt;Veterans Administration&lt;br&gt;National Disaster Medical System (NDMS) hospital</td>
</tr>
<tr>
<td>En Route Care</td>
<td>Medical treatment during movement between capabilities</td>
<td>Tactical en route care teams**&lt;br&gt;USMC ERCS from Lev II to Lev III patient movement</td>
</tr>
</tbody>
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*This is not an all-inclusive list of medical services available to the MAGTF

**En route care can be used throughout all capabilities of care

Figure 3-1: Taxonomy of care capabilities

Figure 3-2 is a doctrinal depiction of the MAGTF’s Patient Movement flow from Point of Injury (POI) or Casualty Collection Point (CCP) to a theater hospital.
What are MAGTF HSS Planning Considerations in a Multinational Operation?

US military operations are often conducted with the armed forces of other nations or Troop Contributing Nations (TCN) in pursuit of common objectives such in OIF and in the case of OEF-Afghanistan which is a NATO operating environment. Each multinational operation is unique, and key considerations involved in planning and conducting multinational operations vary with the international situation and perspectives, motives, and values of the organization’s members. MAGTF planners as well as the MAGTF Surgeons and their medical planners must include the following in their planning: cultural differences, liaison, medical intelligence, interagency coordination for medical CMO or cooperative medical engagements (CME) and standing NATO medical rules of engagement (MRE). MAGTF planners should be cognizant of the following challenges regarding integration of MAGTF HSS in multinational operations such as: difference in HSS doctrine, differing stockage levels for Class VIII,
logistics mobility, TCN interoperability concerns, competition between TCN partners for common item support and resource limitations. Refer to Chapter III of JP 4-02, Health Service Support for more information on HSS in multinational operations.

**What are the Multinational HSS Capabilities that the MAGTF is required to plan/integrate with?**

In multinational operations, medical resources are typically distributed into four tiers on a progressive basis to conduct treatment, evacuation, resupply and other functions essential to the maintenance of the health of the force. All medical resources are categorized into four Roles, according to their capabilities and are closely related, but are not directly interchangeable. Capability describes what function the medical resource can perform with capability increasing from Role 1 to Role 4. The minimum capabilities of each Role are intrinsic to each higher Role. As an example, a Role 3 facility has the ability to carry out Role 1 and Role 2 functions. A medical facility cannot be reduced below the minimum capabilities of its given numeric descriptor. Therefore, a medical asset cannot be described as a Role “minus.” Under battle conditions, and similar to the U.S./Joint levels of care, the flow of casualties generally follows the pattern from Role 1 to Role 3 facilities with medical evacuation to Role 4 hospitals taking place as appropriate. (JP 4-02)

JP 4-02, Health Service Support, Chapter IV provides expanded discussion of the Roles of Care for HSS in multinational operations.

**What are the Capabilities of the Naval Mobile Construction Regiment/Battalion?**

Seabees reinforce and augment Marine Corps engineer capabilities in the MAGTF to sustain operations. They also enhance MAGTF civil-military operations capabilities. They construct nonstandard bridges to replace Marine engineered standard bridges and construct temporary and permanent base camps to replace expedient expeditionary facilities initially used by base camps. Seabees augment the MAGTF with other specialized capabilities not resident within the MAGTF, such as construction diving operations, water well drilling, construction contract support, public works management of forward operating bases, environmental specialists, and design engineering. Amphibious constructions battalions (PHIBCB) contribute amphibious assault construction support to MAGTF operations as part of amphibious operations. (MCWP 4-11.5)
What are Logistic Planning Factors?
Logistics planning factors are those formulas / rates used to calculate logistics requirements for the MAGTF. The number and complexity of these factors vary from commodity to commodity; they are found in the numerous Marine Corps, other Service and joint publications that subject matter experts utilize when contributing to logistics estimates. It is essential that correct factors be utilized that take into a wide variety of issues that include, but not limited to;

- Impact of distance, weather, time of year on basic planning factors.
- Capabilities of transportation mode(s) and material handling systems available throughout the AO.
- Impact of changing modes of transportation and choke points on planning factors.
- Changes in LOC or equipment capability due to weather, terrain, wear & tear, etc.

Planning factors are not constant for each phase of an operation and must be in sync with the flow and movement of the MAGTF elements and their associated equipment and supplies.

3005. Force Protection
Force protection measures are taken to protect the force’s fighting potential so it can be applied at the appropriate time and place. It includes those measures the force takes to remain viable by protecting itself from the effects of enemy activities and natural occurrences. Force protection is essential to the preservation of combat power across the spectrum of operations, even in benign environments. However, since risk is an inherent condition of war, force protection does not imply over cautiousness or the avoidance of calculated risk.

Force protection safeguards friendly centers of gravity and protects, conceals, reduces, or eliminates friendly critical vulnerabilities. Survivability operations protect friendly forces from the effects of enemy weapon systems and from natural occurrences. Hardening of facilities and fortifications of battle positions are active survivability measures. Deception, operational security, computer network defense, and dispersion, in conjunction with security operations can increase survivability. Public affairs and civil affairs can also provide force protection by establishing a positive perception of U.S. forces and actions among the local population.
Air defense operations provide the force with protection from enemy air and missile attack. (Draft MCDP 1-0)

**What is Operational Risk Management?**
Operational risk management is the process of dealing with risk associated with military operations, which includes risk assessment, risk decisionmaking and implementation of effective risk controls. (MCO 3500.27)

NDP-1, *Naval Warfare*, states, “By its nature, the uncertainty of war invariably involves the acceptance of risk. Because risk is often related to gain, leaders weigh risks against the benefits to be gained from an operation.” We rely on the judgment of individual commanders to balance the requirements of mission success with the inherent risks of military action.

**What is a Joint Security Area?**
It is a specific surface area, designated by the joint force commander to facilitate protection of joint bases that support joint operations. It is also referred to as a JSA. (Joint Pub 3-10)

**What are the Fundamental Tenets of a Joint Security Area?**
- **Establish Clear Joint Security Related Command and Control Relationships and Responsibilities.** Key to proper joint security planning, coordination and execution is the establishment by the JFC or his designated representative of clear and well-understood C2 responsibilities. The JFC, normally assisted by a designated JSC, must ensure that base, base cluster, and LOC security C2 responsibilities are established early on in the decision-making process.
- **Understand the Enemy.** Joint forces must be familiar with the capabilities of enemy forces; weapons; equipment; tactics; and political, ideological, cultural, economic, and/or other motivational factors. The status of the civilian populace as related to previous enemy activity may also play a significant role. Everyone from the base commander through the JFC must have access to the latest intelligence concerning probable enemy intent.
• **See the Battlespace.** Joint intelligence preparation of the battlespace (JIPB) provides the commander a continuous, integrated, and comprehensive analysis of enemy capabilities, the anticipated impact on friendly operations and civilian populace, terrain, weather, and any other characteristics of the battlespace that may influence the JSC’s decision. It helps the commander anticipate battlespace events, develop priority intelligence requirements (PIR) and information requirements tied to those events, and develop effective counters to those events.

• **Use the Defenders’ Advantages.** There is strength in the defense and commanders and planners should take these advantages into account as they prepare and execute JSO. Key advantages to the defense include:
  - The ability to fight from cover and concealment.
  - Detailed knowledge of local waterways, terrain, and environment.
  - The ability to prepare positions, routes between them, obstacles, and fields of fire in advance.
  - The ability to plan communications, control measures, indirect fires, close air and logistic support to fit any predictable situation.
  - The ability to conduct rehearsals of contingency response plans on the terrain they will be executed on.

• **Mitigate Defender’s Disadvantages.** Military bases and surface LOCs are fixed, often lucrative targets with limited depth for maneuver. Mitigating the disadvantages of securing fixed facilities and LOCs is critical to the success of JSO. Key methods and techniques to mitigate these disadvantages include:
  - Establish strongly defended boundaries with well-controlled access points.
  - Integrate MSFs into base and LOC security plans.
  - Apply aggressive countermeasures to include patrolling, observation posts (OP), listening posts, etc., throughout the battlespace.
  - Harden facilities and critical resources.
  - Synchronize fires with base defense and LOC security actions.
  - Conduct execution rehearsals.
Balance Security Actions with Civil and Political Considerations. Base and LOC security may have to be planned and executed IAW ROE, which may include numerous constraints and restraints. All commanders and staff officers responsible for planning, coordinating, and executing JSO must take these factors into account. Failure to do so may have significant, possibly negative, strategic-level impact. Base commanders and their subordinates must comply with established ROE and should ensure that inconsistencies among Service components, multinational partners, and possibly even contractor personnel ROE are reconciled. Discrepancies need to be resolved. (Joint Pub 3-10)

What are the Options for Command and Control of Rear Area Operations?
Three options for command and control of rear area operations are for the Marine commander (Marine Corps component or MAGTF) to retain command and control, designate a rear area coordinator, and/or designate a rear area commander. (MCWP 3-41-1)

Why Designate a Rear Area Coordinator?
The commander may elect to delegate control of some or all rear area operations to a rear area coordinator if—

- The scope, duration, or complexity of the operation increases
- The assigned battlespace increases in size
- The enemy threat level in the rear area increases, thereby requiring a greater degree of coordination
- One person needs to focus on rear area operations so that the commander can concentrate on the close and deep fight
- The delegation of control over the rear area is the next logical phase of an evolutionary process (e.g., build-up of forces in theater). (MCWP 3-41-1)

Why Designate a Rear Area Commander?
The commander may elect to delegate control of some or all rear area operations to a rear area commander if—

- The scope, duration, or complexity of the operation reaches a level that rear area operations demand a commander’s full time and attention or exceeds the scope of a coordinator’s authority.
• The size of the assigned battlespace must be subdivided to effectively command and control.
• The enemy threat level (level III) in the rear area is significant enough that it requires a combined-arms task force (tactical combat force) to counter.
• There is a need to assign authority for any or all of the rear area functions under a subordinate commander, with the customary authority and accountability inherent to command.
• The designation of a rear area command is the next phase of the evolutionary process (e.g., expansion of the battlespace).

(MCWP 3-41.1)

What are the Rear Area Threat Levels? What is the MAGTF Response to Each?
The table illustrates the levels of threats likely to be encountered in combat operations in the rear area and suggests probable responses from appropriate tactical forces. Local security forces (sometimes referred to as response forces) and internal security capabilities are used to counter level I and II threats. The Marine Corps component and MAGTF commander normally establish a tactical combat force to counter level III threats.

<table>
<thead>
<tr>
<th>Threat Level</th>
<th>Possible Threat</th>
<th>Response Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level I</td>
<td>Agents, sympathizers, Terrorist, saboteurs</td>
<td>Unit, base and base cluster self-defense</td>
</tr>
<tr>
<td>Level II</td>
<td>Small tactical units, unconventional forces, guerillas</td>
<td>Self defense measures with response force(s) and supporting arms</td>
</tr>
<tr>
<td>Level III</td>
<td>Large tactical units (air/helicopter borne, amphibious)</td>
<td>Tactical combat force</td>
</tr>
</tbody>
</table>

Figure 3-3: Rear area threat levels (MCWP 3-41.1)

What is a Tactical Combat Force?
The tactical combat force is a task-organized combat unit capable of quickly responding to enemy threats. The tactical combat force can range in size from a company to a regiment depending on the situation and factors of METT-T. It could be a combat unit temporarily in the rear area or a designated task organized force with the capability to perform the mission. The tactical combat force should be capable of controlling ground and air fires and coordinating its actions with other Marine, joint, or host-nation forces. It should have sufficient mobility and should be located in a position...
that allows it to respond to potential threats in a timely fashion. The MAGTF rear area commander, if designated, directs MAGTF tactical combat force operations and ensures its integration with other rear area activities. (MCWP 3-41.1)

What is a Base?
1. A locality from which operations are projected or supported; or
2. An area or locality containing installations that provide logistic or other support to enemy forces. (Joint Pub 1-02)

What is a Base Cluster?
In base defense operations, a base cluster is a collection of bases, geographically grouped for mutual protection and ease of command and control. (Joint Pub 1-02)

What are the Planning Considerations for Joint Security Area Operations?
- **Force Protection.** Countering level I threats is a part of the day-today FP measures for bases. Antiterrorism (AT) measures will be a large part of the base security plan.
- **Intelligence.** Effective intelligence support, merged with CI and law enforcement agency information, is essential to conducting successful JSO to support all forces engaged in JSO.
- **Communications.** The JSC must have an interoperable, secure, reliable, flexible, and survivable communications network in order to accomplish the mission.
- **Chemical, Biological, Radiological, Nuclear, or High-Yield Explosives Defense.** CBRNE defensive operations are of primary importance to JSO and must be incorporated into all appropriate plans and procedures.
- **Air and Missile Defense.** Since most units operating on base and surface LOCs in the operational area have limited capability to engage and destroy incoming enemy air and missile threats; commanders must be aware of the capabilities and limitations of joint force defense counterair operations for their areas.
- **Threat Early Warning and Alert Notification System.** Threat early warning is essential to the protection of joint forces operating throughout the operational area and should be linked through the
JSC and JSCC (if established) down through designated BCOC(s) and BDOC(s).

- **Maritime-Land Interface and Naval Coastal Warfare.** Bases established on a shoreline can present special advantages and challenges to those responsible for the functions inherent in the base’s mission and for its defense.

- **Terrain Management and Infrastructure Development.** Effective terrain management and infrastructure development is critical to the success of JSO. The joint force must take advantage of security enhancement capabilities by using and enhancing available fixed and permanent installations, facilities, and fabrications.

- **Security for Area Damage Control.** ADC includes the measures taken before, during, and after hostile action or natural or manmade disasters to reduce the probability of damage and minimize its effects. Engineers perform most of these tasks.

- **Integration of Joint Security and Logistic Operations.** Joint logistics integrates strategic, operational, and tactical level logistic operations. Maintaining movement control, keeping LOCs open, protecting key reception and transshipment points, protecting key logistic bases, and obtaining HNS are critically important JSO.

- **Detainee operations.**

**3006. Intelligence**

Intelligence has two primary purposes. The first is to support the Commanders decision making process by reducing uncertainty, and therefore reducing risk. The second is to assist in protecting friendly forces through counterintelligence. Intelligence must possess the following characteristics:

- Objective – free of bias
- Thorough – satisfies commanders information requirements
- Accurate – factually correct
- Timely – to support decision making
- Useable – provided in a useable format
- Relevant – to decision making
- Available – accessible to commanders

(MCDP 2)
Intelligence supports the formulation and subsequent modification of the commander’s estimate of the situation. It also provides the commander with a basis for understanding the battlespace and identifying the enemy’s centers of gravity and critical vulnerabilities. Intelligence provides indications and warnings of enemy actions and intentions. Intelligence supports force protection by identifying, locating and countering an enemy’s intelligence collection, sabotage, subversion and terrorism capabilities. Intelligence supports targeting by identifying enemy capabilities, systems, and critical nodes and by recommending high value and high payoff targets. Intelligence support is critical to the planning, execution and assessment of information operations. Finally, intelligence supports combat assessment by providing battle damage assessment.

**What Collection Assets are Organic to the MEF?**

- **MEF-Level Assets.** Radio battalion, ground sensor platoon, imagery interpretation platoon, counterintelligence/human intelligence (CI/HUMINT) company, unmanned aircraft systems.

- **GCE Assets.** Reconnaissance battalion, light armored reconnaissance battalion, counterbattery radar (artillery regiment), scout-sniper platoon (infantry battalion) and unmanned aircraft systems.

- **ACE Assets.** Unmanned aircraft systems, F/A-18D with the Advanced Tactical Airborne Reconnaissance System (ATARS), and rotary and fixed wing assets with litening pod.

**What is the Intelligence Operations Center?**

The intelligence operations center (IOC) is the principal MEF intelligence operations and command and control center established by the intelligence battalion. It performs intelligence requirements management, staff cognizance of ongoing organic and supporting collection operations, intelligence analysis and production, and intelligence dissemination. The IOC consists of the production and analysis cell, surveillance and reconnaissance cell (SARC), and the support cell. (MCWP 2-15.3)

**What is the Surveillance and Reconnaissance Cell?**

The surveillance and reconnaissance cell (SARC) is the primary element for the supervision of MEF collection operations. It directs, coordinates, and monitors intelligence and reconnaissance collection operations conducted by organic, attached, and direct support collection assets. (MCWP 2-15.3)
What is the CI/HUMINT Company Command Post?
The counterintelligence (CI)/human intelligence (HUMINT) company command post is the primary element for conducting CI/HUMINT planning and direction, command and control, and coordination of MEF CI/HUMINT operations with external CI/HUMINT organizations. 

(MCWP 2-15.3)

What is the Operations Control and Analysis Center?
The operations control and analysis center (OCAC) is the main node for the command and control of radio battalion signals intelligence (SIGINT) operations and the overall coordination of MEF SIGINT operations. It processes, analyzes, produces, and disseminates SIGINT-derived information and directs the ground-based electronic warfare activities of the radio battalion.

(MCWP 2-15.3)

3007. Information Operations (IO)
What is IO?
IO is the integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations (PSYOP), military deception (MILDEC), and operations security (OPSEC), in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting our own. 

(Joint Pub 1-02)

Supporting capabilities are information assurance, physical security, physical attack, counterintelligence, and combat camera. These are either directly or indirectly involved in the information environment and contribute to effective IO. They should be integrated and coordinated with the core capabilities, but can also serve other wider purposes.

(Joint Pub 3-13)

Related capabilities are public affairs, civil-military operations, and defense support to public diplomacy. These capabilities make significant contributions to IO and must always be coordinated and integrated with the core and supporting IO capabilities. However, their primary purpose and rules under which they operate must not be compromised by IO.

(Joint Pub 3-13)
What are the Principles of MAGTF IO?

The following principles are essential to the successful integration of IO within the MAGTF: IO is an integrating function of the MAGTF; MAGTF IO is focused on the objective; The MAGTF Commander’s intent and concept of operations determine IO targets and objectives; MAGTF IO must be synchronized and integrated with those of the higher and adjacent commands; MAGTF IO is supported by the total force; Many different capabilities and activities must be integrated to achieve a coherent IO strategy, and; Intelligence support is critical to the planning, execution, and assessment of IO. (MCWP 3-40.4)

How does IO support Maneuver Warfare?

IO supports maneuver warfare through actions that use information to deny, degrade, disrupt, destroy or influence an adversary commander’s methods, means, or ability to C2 his forces and to inform target audiences through information activities. IO is an integrating concept that facilitates the warfighting functions of C2, fires, maneuver, logistics, intelligence, and force protection. IO complements and facilitate the traditional use of military force but in some instances may stand alone as a deterrent option. (MCWP 3-40.4)

What is the IO Cell?

The IO Cell is a task-organized group that may be established within a MAGTF and/or higher headquarters to integrate a variety of separate disciplines and functions pertaining to IO for the command. The IO Cell should facilitate coordination between various staffs, organizations, and the MAGTF staff elements responsible for planning specific IO elements. (MCWP 3-40.4)

What IO Capabilities does a MAGTF Possess?

IO capabilities in the Marine Corps include capabilities residing in the Radio Battalions and VMAQ Squadrons, human intelligence, counterintelligence, interrogator-translator operations, and the incorporation of OPSEC, MILDEC, and physical attack into the concept of operations/fires. The Marine Corps will frequently draw support from other services’ PSYOP capabilities. (MCWP 3-40.6)

The Marine Corps Information Operations Center will provide MAGTF Commanders and the Marine Corps a responsive and effective full-spectrum IO planning and PSYOP delivery capability by means of deployable
support teams and a comprehensive general support IO reach-back capability in order to support the integration of IO into Marine Corps Operations.  

(MCO 3120.10)
Liaison is the contact or intercommunication maintained between elements of military forces to ensure mutual understanding and unity of purpose and action. Liaison helps to reduce the fog of war through direct communications. It ensures senior commanders remain aware of the tactical situation by providing them with exceptional, critical, or routine information; verification of information; and clarification of operational questions. Overall, liaison is another tool to help commanders overcome friction and accomplish their mission.

Exchanging liaison officers (LNO) is the most commonly used means of maintaining close, continuous contact with another command. The LNO is the commander’s personal representative. He has the special trust and confidence of the commander to make appropriate recommendations and estimates in the absence of communications. As necessary, the commander uses a liaison officer to transmit or receive critical information directly with key persons in the receiving headquarters. The liaison officer must possess the requisite rank and experience to properly represent his command. The ability to communicate effectively is essential, as is sound judgment. Equally, he must have immediate access to his commander. (MCWP 5-1)

4001. Role

The commander uses a liaison officer to transmit critical information while bypassing layers of staffs and headquarters. A trained, competent, trusted, and informed liaison officer (either an officer or a noncommissioned officer) is the key to effective liaison. When interfacing with joint and multinational forces, rank may need to be increased to enhance accessibility and influence. Employing one individual conserves manpower while guaranteeing the consistent, accurate flow of information. However, continuous operations require a liaison team.

The liaison officer normally is a special staff officer. He is the personal representative of the commander and has access to his commander
consistent with his duties. However, for routine matters, he normally works for and receives direction from the chief of staff (or executive officer). The liaison officer’s parent unit is the sending unit; the unit the liaison officer visits or is attached to is the receiving unit. A liaison officer normally remains at the receiving headquarters until recalled to the sending unit. Because the liaison officer represents his commander, he must be able to—

- Understand how his commander thinks.
- Interpret his commander’s messages.
- Convey his commander’s vision, mission, and concept of operations and guidance.
- Represent his commander’s position.

The liaison officer’s professional capabilities and personal characteristics must encourage confidence and cooperation with the commander and staff of the receiving unit. He must—

- Be thoroughly knowledgeable of his unit’s mission and its tactics, techniques, and procedures; organization; capabilities; and communications equipment.
- Be familiar with the doctrine and staff procedures of the receiving unit’s headquarters.
- Appreciate and understand the receiving unit’s procedures, organization, capabilities, mission, and customs. (In the case of multinational forces, understanding the unit’s doctrine is critical.)
- Be familiar with the requirements for and the purpose of liaison; the liaison system, and its corresponding reports, reporting documents, and records; and the training of the liaison team.
- Observe the established channels of command and staff functions. (While a LNO can bypass layers of staff to communicate critical information, the standard command channels must be maintained.)
- Be of sufficient rank to effectively represent his commander with the receiving unit’s commander and staff.
- Be trained in his functional area.
- Possess tact.
- Possess the necessary language expertise, if required.
- [Be prepared for, and have the capability and resources for, sustained operations]

(FM 101-5, Appendix L)
4002. Preparation

- Read the applicable operations plan/order and all current fragmentary orders.
- Receive situation and intelligence brief from G-3 and G-2 planners (or OPT).
- Transmit security clearance to supported command security manager (May require MDS message as well).
- Request courier card or SIPRNET account if required.
- Coordinate reachback issues; C4I systems, VTC systems and schedule, voice systems, etc.
- Coordinate transportation and life support issues (i.e., Class I, III, batteries) while in support of other command.
- Coordinate administrative details as required.
- Check out with the following:
  - Commander/Chief of staff.
  - OPT.
  - G-1 (as required).
  - G-2.
  - G-3 (include future plans, future operations, and current operations).
  - G-4 plans.
  - Other staff as required.

4003. Checklist

Get the below information electronically, if possible.

- Operations plan/order with related documents, including maps, overlays, etc.
- Planning data and planning factors to be used by home unit for planning (unit table of organization/table of equipment, logistic planning data, equipment density, etc.).
- Command combat/operations standing operating procedures (SOP).
- Appropriate doctrinal publications. These should include—
  - MCDP 1-0, Marine Corps Operations.
  - MCWP 5-1, Marine Corps Planning Process.
  - MSTP Pamphlet 5-0.2, Operational Planning Team Guide.
- MSTP Pamphlet 5-0.3, *MAGTF Planner’s Reference Manual*.
- MSTP Pamphlet 5-0.4, *The MAGTF Officer’s Guide*.

- Reachback system (laptop or other devised configured and checked to communicate to home station using the supported organizations command and control network).
- Command’s liaison officer SOP if available.
- Command battle rhythm.
- Emergency destruction plan.
- Conduct radio, telephone, and computer checks with home unit upon arrival at supported unit.
- Appropriate Class I and III supplies as well as sufficient batteries until able to draw from known stocks at supported unit.
- Challenge and password of the parent and the supported units.

### 4004. Guidelines

- LNOs are the personal and official representatives of the sending organizations and should be treated accordingly.
- LNOs support the gaining organizations and serve as critical conduits between organizations.
- LNOs remain in their parent organizations’ chain of command.
- LNOs perform four basic functions: monitor, coordinate, advise, and assist.
- LNOs are not full time planners.
- LNOs are not watch officers.
- LNOs are not substitutes for delivering critical information through normal command and control channels or a conduit for general information sharing.
- LNOs are not replacements for proper staff-to-staff coordination.
- LNOs are not replacements for augmentees or other representatives.
- LNOs do not have the authority to make decisions for their commander without coordination and approval.

*(JP 3-33)*

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