

The MAGTF Officer's Guide



MAGTF Staff Training Program
(MSTP)

U.S. Marine Corps
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The MAGTF Officer's Guide

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

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UNITED STATES MARINE CORPS
MSTP Center (C 467) MCCDC
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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 Pamphlet 3-0.5, *Fighting the MEF*, MSTP Pamphlet 5-0.2, *Operational Planning Team Guide*, and MSTP Pamphlet 5-0.3, *MAGTF Planner's Reference Manual*.

The information in this pamphlet is derived from joint and Service doctrine. To provide clarity and context to cited passages, any added information is noted in brackets as italicized font. In the cases where draft doctrine is cited, it was determined that the citation was supported by existing doctrine and was conditionally approved for use.

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. **SUPERSESSSION.** None.

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:

Commanding General (C 467)
Training and Education Command
3300 Russell Road
Quantico, Virginia 22134-5001

Recommendations may also be submitted electronically to:
opso@mstp.quantico.usmc.mil

5. CERTIFICATION. Reviewed and approved this date.

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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.

USER SUGGESTION FORM

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To: Commanding General, Marine Corps Combat Development
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Table of Contents

Part I	Basic Issues	1
1001	Marine Corps Issues	1
	What is the Role of the Marine Corps?	1
	What are the Core Competencies of the Marine Corps?	2
	At What Levels of War Do the Marine Corps Component and MAGTF Commanders Operate?	2
	What are the Characteristics of Expeditionary Operations?	3
	What is the Expeditionary Maneuver Warfare Concept?	3
	What are the Tenets of Expeditionary Maneuver Warfare?	4
	What is Operational Maneuver From the Sea?	4
	What are Sustained Operations Ashore?	5
	What are Military Operations Other Than War?	6
1002	Componency Issues	6
	How are Marine Corps Forces Assigned to a Combatant Command?	6
	What is the Unified Command Plan? What Does it Address?	7
	What are the Considerations for a Joint Force Commander when Organizing the Joint Force?	7
	What are the Options for Organizing Joint Forces?	7
	What are the Levels of Authority?	8
	What are the Levels of Marine Corps Components?	12
	What are the Basic Responsibilities of a Marine Corps Service Component Commander?	12
	The Marine Corps Component Commander Can Serve as Which Functional Component Commanders?	12
	What is a Joint Force Maritime Component Commander?	13
	What is a Joint Force Land Component Commander?	13

	What is a Joint Force Air Component Commander?	14
	What are the Possible Command Authorities for the Commander in Executing his Marine Corps Component and MAGTF Responsibilities?	14
	What Does Joint Doctrine Say About Control of USMC Tactical Air in Sustained Operations Ashore?	14
1003	MAGTF Issues	15
	What is the MAGTF?	15
	What are the Capabilities of the MAGTF?	16
	Why Fight as a MAGTF?	17
Part II	Planning	19
2001	The Marine Corps Planning Process	19
	How Does the Marine Corps Planning Process Support the Warfighting Philosophy of Maneuver Warfare?	19
	What are the Tenets of the Marine Corps Planning Process?	20
	What is the Commander's Role in the Planning Process?	20
	What are the Steps in the Marine Corps Planning Process?	20
	How does the MCPP Compare with Other Service and Joint Planning Processes?	20
2002	Integrated Planning	21
	Why Does the MAGTF Use an Integrated Approach in Planning Operations? How Does it Happen?	21
	What are the Warfighting Functions?	22
	What is an Operational Planning Team?	22
	What is Synchronization?	23
2003	Operational Design	23
	What is the Commander's Battlespace Area Evaluation?	23
	What is the Commander's Intent? Why is it so Important?	24
	What is the "Red Cell?"	24
	What is a Center of Gravity? A Critical Vulnerability?	25
	What are Shaping and Decisive Actions?	25

	What is Sustainment?	26
	What is Battlespace?	27
	What are Areas of Operations, Areas of Influence, and Areas of Interest?	27
	What is the Battlefield Framework?	30
2004	Intelligence Preparation of the Battlespace	31
	What is Intelligence Preparation of the Battlespace? What are its Major Components?	31
	What are the Products of Intelligence Preparation of the Battlespace?	32
2005	Mobilization and Deployment Planning	34
	What is Time-Phased Force and Deployment Data?	34
Part III	Execution	35
3001	Command and Control	35
	What is Command?	36
	What is Control?	36
	Why is Centralized Planning and Decentralized Execution Important?	37
	What is a Supported Commander?	37
	What is a Supporting Commander?	37
	What are the Categories of Support?	37
	What is an Initiating Order?	38
	What is an Establishing Directive?	38
	What Information Operations Capabilities Does a MAGTF Possess or Use?	39
3002	Maneuver	40
	What are Offensive Operations?	40
	What are the Types of Offensive Operations?	41
	What are the Forms of Offensive Maneuver?	41
	What are Defensive Operations?	43
	What are the Types of Defensive Operations?	44
	What are the Functions of Marine Aviation?	44
3003	Fires	45
	What is the Marine Corps' Targeting Process?	45
	What is the Joint Targeting Process and How Does D3A Support it?	46
	What are the MAGTF's Principal Command and Control Agencies for Fire Support?	46
	What is a MAGTF Targeting Board?	47

	How does Marine Aviation Conduct Fires?	47
	What is a Fire Support Coordination Line? Who Establishes it?	48
	What are High-Value Targets? High-Payoff Targets?	49
3004	Logistics	49
	What are the Functional Areas of Logistics?	49
	What are the Combat Service Support Considerations for an Amphibious Operation?	50
	What are the Marine Corps' Logistics Support Programs?	50
	What is Directive Authority for Logistics?	51
	What is the Marine Corps' Role in a Logistics Over-the-Shore Operation?	52
	What is the Marine Corps' Role in Establishing the Offshore Bulk Fuel System?	53
	What is a Roll-on/Roll-off Discharge Facility? What is its' Utility?	53
	Where are the Organic Combat Service Support Providers Located in each Major Subordinate Command?	53
	What are the Differences Between General Support and Direct Support Missions?	54
	What are the Classes of Supply?	55
	Where are the Level I and Level II Treatment Facilities/Capabilities Located on the Battlefield?	56
	Where are the MAGTF's Bridging Assets Located?	56
3005	Force Protection	56
	What is Operational Risk Management?	57
	What are the Functions of the Rear Area?	57
	What are the Options for Command and Control of Rear Area Operations?	58
	Why Designate a Rear Area Coordinator?	58
	Why Designate a Rear Area Commander?	58
	What are the Rear Area Threat Levels? What is the MAGTF Response to Each?	59
	What is a Tactical Combat Force?	59
	What is a Base?	60
	What is a Base Cluster?	60
	What is a Forward Operating Base?	60

	What are the Forward Operating Base Classifications?	60
3006	Intelligence	61
	What Reconnaissance Assets are Available Within the MEF?	61
	What is the Intelligence Operations Center?	62
	What is the Surveillance and Reconnaissance Cell?	62
	What is the CI/HUMINT Company Command Post?	62
	What is the Operations Control and Analysis Center?	62
	What is the Reconnaissance Operations Center?	62
Part IV	The MAGTF Liaison Officer	63
4001	Role	63
4002	Preparation	65
4003	Checklist	65

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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. (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, 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 that 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 from a major theater war to military operations other than war (MOOTW). 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 over flight rights. (MCDP 1-0)

What are the Core Competencies of the Marine Corps?

The Marines Corps' core competencies allow Marines to conduct expeditionary operations across the spectrum of crisis and conflict around the world.

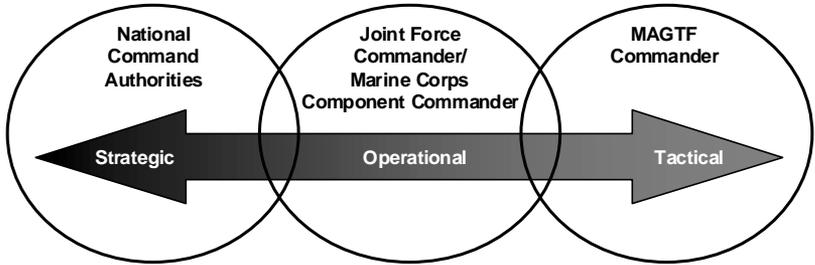
- Ready to fight and win.
- Expeditionary culture.
- Combined-arms operations.
- Task-organized.
- Reserve integration expertise.
- Forcible entry from the sea.
- Marines are naval in character.
- Joint competency.

(MCDP 1-0)

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, other assigned or attached Marine Corps forces, and assigned or attached forces from other Services and nations. (MCDP 1-0)



What are the Characteristics of Expeditionary Operations?

Successful expeditionary operations require—

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

(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 amphibious assault vehicle, and the joint strike fighter will allow Marine forces to rapidly maneuver and strike unexpectedly deep in the enemy's rear. In MOOTW, expeditionary maneuver warfare may take the form of Marine Ospreys from amphibious ships rapidly transporting humanitarian aid to famine victims or Marines landing in advanced amphibious assault vehicles unexpectedly in the night to evacuate U.S. nationals from a riot-torn littoral city. (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.

(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. (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 independent of the sea to support sustained land operations ashore with the Army or coalition partners. (MCDP 1-0)

What are Military Operations Other Than War?

Military operations other than war (MOOTW) focus on deterring war, resolving conflict, promoting peace, and supporting civil authorities in response to domestic crises. The Marine Corps approach to MOOTW 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 a MOOTW environment.

MOOTW may involve elements of both combat and noncombat operations in peacetime, conflict, and war. In MOOTW, political and cultural considerations permeate planning and execution of operations at all levels of command. As in war, the goal of MOOTW 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 MOOTW are often in a support role to other governmental agencies and the United Nations. However, in certain types of MOOTW, the military may have the lead. MOOTW usually involve coordination with non-Department of Defense agencies and non-governmental or private voluntary organizations. Finally, although MOOTW is generally conducted outside of the United States, they may be conducted within the United States in support of civil authorities. (MCDP 1-0)

1002. Componency Issues

How are Marine Corps Forces Assigned to a Combatant Command?

The "Forces for Unified Commands" memorandum assigns Marine Corps operating forces to Commander in Chief, U.S. Joint Forces Command (CINCUSJFCOM) and Commander in Chief, U.S. Pacific Command (CINCUSPACOM). CINCUSJFCOM exercises combatant command

(COCOM) of II Marine Expeditionary Force (MEF) through the Commander, Marine Corps Forces Atlantic (COMMARFORLANT). Additionally, CINCUSJFCOM exercises training and readiness oversight of all continental U.S.-based Marine Corps Reserve units when mobilized or ordered to active duty (other than for training). CINCUSPACOM exercises COCOM of I and III MEF through the Commander, Marine Corps Forces Pacific (COMMARFORPAC). This assignment reflects peacetime disposition of Marine Corps forces. MEFs are apportioned to the remaining geographic combatant commands for contingency planning and are provided by these combatant commands when directed by the Secretary of Defense. (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 0-1.1)

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. (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, such 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.

(Joint Pub 0-2)

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 (Command Authority).** COCOM is the command authority over assigned forces vested only in combatant commanders or as directed by the President of the United States in the Unified Command Plan. It cannot be transferred or delegated. It allows a combatant commander 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. COCOM provides the combatant commander full authority to organize and employ commands and forces to accomplish assigned missions. COCOM should be exercised through the commanders of subordinate organizations.
- **Operational Control.** OPCON is the command authority over all aspects of military operations necessary for mission accomplishment. OPCON is the authority to perform functions of command over subordinate forces and involves—
 - Organizing and employing commands and forces.
 - Assigning tasks.

- Designating objectives.
- Giving authoritative direction over all aspects of military operations and joint training necessary to accomplish the commander's assigned missions.

Unless specifically delegated by the combatant commander, 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 military capability made available for tasking. TACON is limited to the detailed and local direction and control of movements or maneuvers 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.** Support is a command authority. A senior commander sets 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 who are planning or executing joint operations.

The senior commander issues an establishing directive to guarantee that both the supported and supporting commanders understand the

authority given to the supported commander. The establishing directive specifies the purpose of the support relationship, the desired effect, and the scope of the action to be taken. The supported commander can exercise general direction of the supporting effort which includes—

- Designation and prioritization of targets or objectives.
- Time and duration of the supporting action.
- Other instructions necessary for coordination and efficiency.

The supporting commander determines the supported force's needs and fills them 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—

- 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 that his entire command knows the supported commander's requirements.

Other authorities include—

- **Administrative Control.** ADCON is the direction or exercise of authority over subordinate or other organizations for 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 and exercised by Service force commanders at any echelon at or below the level of a combatant command's Service component command.

- **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 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 force 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.
- **Training and Readiness Oversight Authority.** Combatant commanders will exercise COCOM over assigned Reserve forces only when mobilized or ordered to active duty (other than for training). The Commander in Chief, U.S. Joint Forces Command, will normally exercise *training and readiness oversight* authority over assigned Selected Marine Corps Reserve units on a continuous basis through COMMARFORLANT. This oversight includes the authority to—
 - Provide guidance to COMMARFORLANT on operational requirements and priorities to be addressed in training and readiness programs.
 - Comment on COMMARFORLANT program recommendations and budget requests.
 - Coordinate and approve participation of assigned Selected Marine Corps Reserve units in joint exercises and other joint training when on active duty for training or performing inactive duty training.
 - Obtain and review readiness and inspection reports of assigned Selected Marine Corps Reserve units.
 - Coordinate and review mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned Selected Marine Corps Reserve units.

(MCWP 0-1.1)

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 0-1.1)

What are the Basic Responsibilities of a Marine Corps Service Component Commander?

Joint Pubs 0-2, *Unified Action Armed Forces (UNAAF)*, and 3-0, *Doctrine for Joint Operations*, MCDP 3, *Expeditionary Operations*, and MCWP 0-1.1, *Componency*, describe Service component commander responsibilities. Among the most important responsibilities of the Service component commander 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 Service-specific functions include internal administration and discipline, training, logistics, and Marine Corps-specific intelligence operations.

The Marine Corps Component Commander Can Serve as Which Functional Component Commanders?

As the commander of the force most capable of rapid world-wide deployment, the Marine Corps component commander may serve as a functional component commander in the initial phase of a major theater war. As the theater matures and additional U.S. forces flow into the theater, the Marine Corps component commander's capability to command and control these joint forces diminishes. When the functional component commanders establish their headquarters and supporting infrastructure, they begin to assume command and control of their assigned forces and capabilities. The transition of functional component duties from the Marine Corps component commander continues until the gaining functional component commander demonstrates full operational capability. (MCDP 1-0)

The joint force commander can designate the Marine Corps component commander as a functional component commander. The joint force commander can designate the Marine Corps component commander as the—

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

If the Marine Corps component commander is assigned functional component commander responsibilities, execution is normally accomplished by the assigned MAGTF. 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. (MCWP 0-1.1)

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. The joint force commander will designate the component commander best suited to accomplish the mission as the joint force maritime component 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. (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. In the early stages of a major theater war, the Marine Corps component commander may serve as the joint force land component commander, but as forces continue to build up in theater, the joint force commander will normally designate the Army component commander as the joint force land component commander. (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 allows the Marine Corps component commander to function as the joint force air component commander in a smaller-scale contingency. In the early stages of a major theater war, the Marine Corps component commander may serve as the joint force air component commander, but as forces continue to build-up in theater, the joint force commander will normally designate another component commander as the joint force air component commander. (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 0-2)

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 0-2)

1003. MAGTF Issues

What is the MAGTF?

The MAGTF is a balanced, 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 MOOTW 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, a ground combat element (GCE), an aviation combat element (ACE), and a combat service support element (CSSE). The MAGTF's combat forces reside within these four elements.



MAGTFs are integrated combined arms forces structured to accomplish specific missions. To provide a frame of reference for general sizing, MAGTFs are categorized in the following four types:

- Marine expeditionary force.
- Marine expeditionary brigade.
- Marine expeditionary unit (special operations capable).
- Special purpose MAGTF.

(MCDP 1-0)

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.

(MCDP 1-0)

Why Fight as a MAGTF?

The MAGTF is the Marine Corps' principle organization for the conduct of all missions across the range of military operations. MAGTFs are balanced, 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 prepositioning forces (MPFs), 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)

Part II

Planning

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 probably 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 decisionmaker. 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 awareness 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—

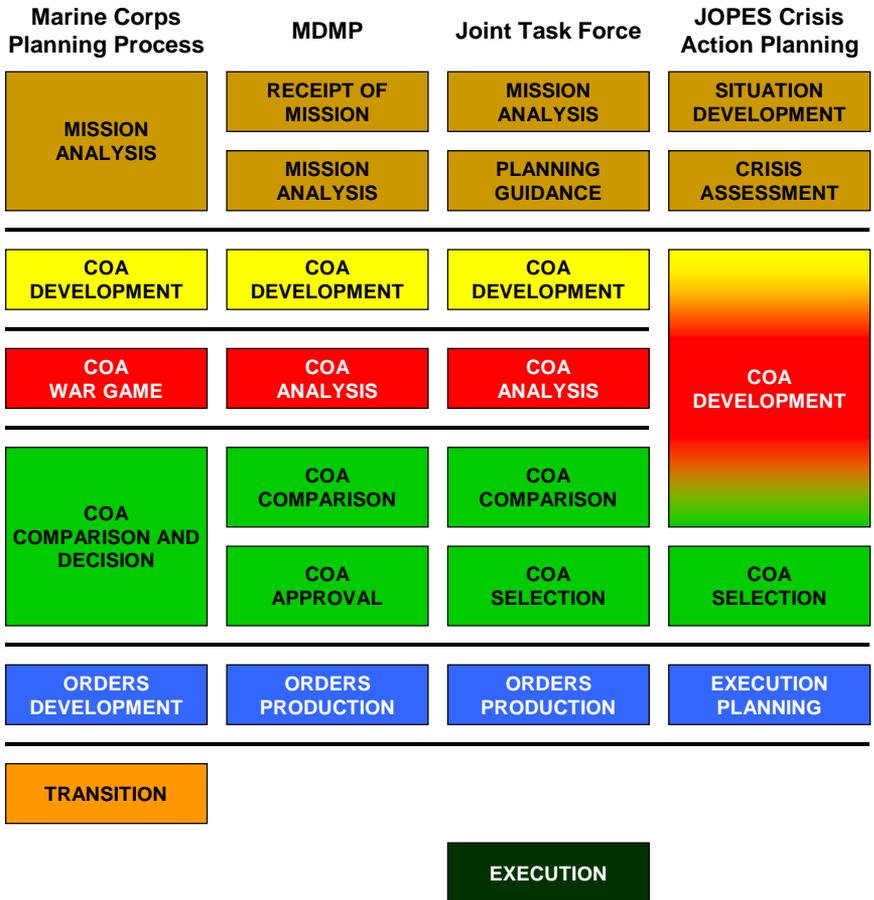
- Mission analysis.
- Course of action development.
- Course of action war game.
- Course of action comparison and decision.
- Orders development.
- Transition.

(MCWP 5-1)

How does the MCPP Compare with Other Service and Joint Planning Processes?

The chart shows the comparison between the Marine Corps Planning Process with the other Service and joint planning processes. Although there may be minor nuances between these processes (such as what the step is called or which step a particular process falls into), overall the processes are

the same. If you know and understand MCPP you are well suited to be a member of any planning group at any level.



Note: Like steps of each planning process are colored in the same manner.

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 the warfighting functions 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. (MCDP 1-0) *[Integrated planning allows for centralized planning and decentralized execution.]*

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. 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.

(MCDP 1-0)

What is an Operational Planning Team?

The operational planning team (OPT) is a dynamic, ad hoc organization that may be formed by either the future plans section or future operations section to conduct integrated planning. It helps conduct mission analysis, develops and war games COAs, 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, public affairs) as appropriate to the mission. The OPT may also be augmented by warfighting function 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)

2003. Operational Design

Operational design is the commander's tool for translating the operational requirements of his superiors into the tactical guidance needed by his subordinate commanders and his staff. The commander uses his operational design to *visualize*, *describe*, and *direct* those actions necessary to achieve his desired end state and accomplish his assigned mission. It includes the purpose of the operation, what the commander wants to accomplish, and how he envisions achieving a decision. (MCDP 1-0)

What is the Commander's Battlespace Area Evaluation?

The commander's battlespace area evaluation (CBAE) is the commander's personal vision based on his understanding of the mission, the battlespace, and the enemy. It is his visualization of what needs to be done and his first impressions of how he will go about doing it. He uses CBAE to articulate his initial view of the operational design. This visualization is used to transmit critical information to subordinate commanders and the staff and is the basis for the commander's planning and decisionmaking. It identifies the commander's battlespace, center of gravity and critical vulnerabilities, the commander's intent, and his critical information requirements. The staff normally assists the commander in the preparation of much of his CBAE, including battlespace appreciation, center of gravity analysis, and determining commander's critical information requirements. The G/S-2 is

particularly helpful to the commander in determining possible enemy centers of gravity. (MCDP 1-0)

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

As described in MCDP 1, commander's intent is the commander's personal expression of the purpose of the operation. It must be clear, concise, and easily understood. It may also include how the commander envisions achieving a decision as well as the end state or conditions that, when satisfied, accomplish the purpose.

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 the 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 awareness grows, he may refine his intent. He may also include how he envisions achieving a decision—his method—as well as the end state that, when satisfied, accomplish the purpose of the operation.

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. (MCDP 1-0)

What is the "Red Cell?"

A red cell assists the commander in assessing COAs against a thinking enemy. It develops likely enemy COAs and portrays a doctrinally-correct enemy during wargaming. A red cell can range in size from an intelligence officer to a task-organized group of subject matter experts. A red cell refines the threat COAs that will be used during COA and 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)

What is a Center of Gravity? A Critical Vulnerability?

A *center of gravity* is an important source of strength. Both enemy and friendly forces have centers of gravity. Employing friendly strengths or centers of gravity to directly attack the enemy's strength should be avoided whenever possible. Rather, the commander seeks to employ his strength against threat weaknesses. To accomplish this task, the commander must identify the enemy's *critical vulnerabilities*; that is, a vulnerability which permits him to destroy some capability without which the enemy cannot function effectively. At the tactical level, the center of gravity is normally an enemy unit.

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, or sustain himself, or to command his forces. The commander focuses on those critical vulnerabilities that will bend the enemy to his will most quickly. Once identified, critical vulnerabilities assist the commander in choosing where, when, and what will constitute decisive action. By attacking critical vulnerabilities, the commander increases the potential that the attack may in fact be the decisive action. Friendly critical vulnerabilities must also be identified to protect the friendly center of gravity from similar attack by the enemy. (MCDP 1-0) *[The concept of center of gravity allows the commander and his staff to compare the strengths and weaknesses of the friendly force with the enemy force.]*

What are Shaping and Decisive Actions?

- **Decisive Action.** The purpose of all military operations is mission success. Decisive action achieves mission success with the least loss of time, equipment and, most importantly, lives. It causes a favorable change in the situation or causes the threat to change or cease planned and current activities. When a commander seeks battle, he seeks victory: accomplishment of the assigned mission that leads to further significant gains for the force as a whole. Tactical battles are planned for their overall operational and strategic effect. The consequences of a tactical engagement should lead to achieving operational and strategic goals. The goal is not just for the MAGTF

commander to achieve a decision, but to ensure that decision has greater meaning by contributing to the success of his senior commander's operation or campaign.

Decisive action at the MAGTF level involves more than just fire and maneuver. The MAGTF commander arranges a series of battles or engagements to achieve a decision. The commander arranges the actions of the MAGTF in terms of time, space, and resources to generate combat power at the decisive time and place.

- **Shaping Actions.** The MAGTF commander sets the conditions for decisive action by conducting shaping actions to achieve desired effects. Shaping is all lethal and nonlethal activities conducted throughout the battlespace to influence a threat capability, force, or the enemy commander's decision. The commander shapes the battlespace principally by protecting friendly critical vulnerabilities and attacking enemy critical vulnerabilities. In many cases, the MAGTF has the capability to achieve much of its own shaping.

Shaping makes the enemy vulnerable to attack, impedes or diverts his attempts to maneuver, aids the MAGTF's maneuver, and otherwise dictates the time and place for decisive action. It forces the enemy to abandon their course of action and adopt a course of action favorable to the MAGTF. Shaping actions must be relevant to the envisioned decisive action. The commander attempts to shape events in a way that allows him several options, so that by the time the moment for decisive action arrives, he is not restricted to only one course of action. The goal of shaping is to eliminate the enemy's capability to fight effectively before the MAGTF initiates decisive action. MCDP 5, *Planning*, states "Ideally, when the decisive moment arrives, the issue has been resolved. Our actions leading to this point have so shaped the conditions that the result is a matter of course." (MCDP 1-0)

What is Sustainment?

Sustainment is the provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective. (Joint Pub 0-2)

Expeditionary operations are often conducted in austere theaters or undeveloped areas of the world. Forces must be able to sustain their operations, providing the essential supplies and services necessary to keep the force manned and equipped in order to accomplish the mission. MAGTFs are well-suited to operate in these conditions as MAGTFs bring robust logistic and combat service support to the operation. Sea-basing, expeditionary sites, and the use of prepositioned supplies and equipment assist in sustaining the force. (MCDP 1-0)

What is Battlespace?

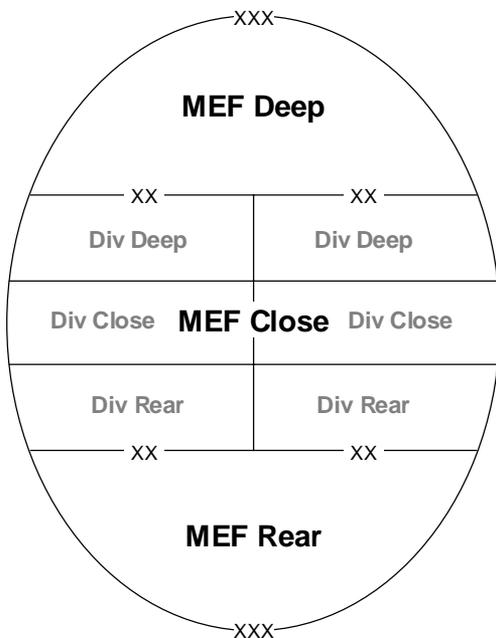
Battlespace is the environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, and accomplish the mission. This includes the air, land, sea, space, and enemy and friendly forces, infrastructure, weather, and terrain within the assigned AO and the commander's area of interest. Battlespace is conceptual—a higher commander does not assign it. Commanders determine their own battlespace based on their mission, the enemy, and their concept of operations and force protection. They use their experience and understanding of the situation and mission to visualize and adapt their battlespace as the situation or mission changes. The battlespace is not fixed in size or position. It varies over time, and is dependent upon the environment, the commander's mission, and friendly and enemy actions. Battlespace is normally comprised of an AO, area of influence, and area of interest. (MCWP 1-0)

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

- **Area of Operations.** Joint Pub 1-02 defines an AO as an operational area assigned by the joint force commander for land and naval forces. AOs do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders and their subordinate units to accomplish their missions and protect their forces. The AO is the tangible area of battlespace and is the only area of battlespace for which a commander is directly responsible. AOs should also be large enough to allow commanders to employ their organic, assigned and supporting systems to the limits of their capabilities. The commander must be able to command and control all the forces within his AO. He must be able to see the entire AO—this includes coverage of the AO with the

full range of collections assets and sensors available to the MAGTF, to include reconnaissance, electronic warfare aircraft, unmanned aerial vehicles, remote sensors, and radars. He must be able to control the events and coordinate his subordinates' actions. Finally, the commander must be able strike and maneuver throughout the AO.

Commanders can choose to organize his AO so that his subordinates have contiguous or noncontiguous AOs. A contiguous AO is one in which all subordinate commands AOs share one or more common boundaries while a noncontiguous AO is one in which one or more subordinate AOs do not share a common boundary. Commands with contiguous AOs are normally within supporting distance of one another.



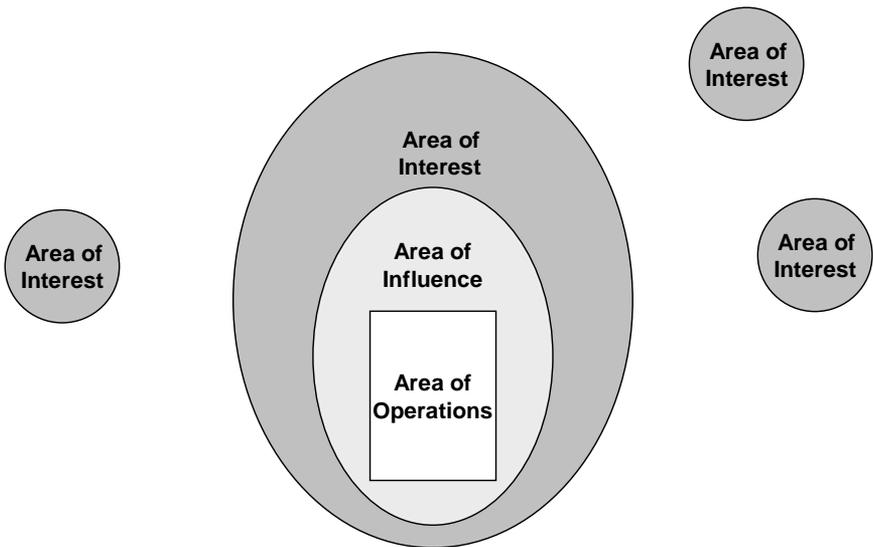
A noncontiguous AO is normally characterized by a 360 degree boundary. Because units with noncontiguous must provide all around security, they generally allow for less concentration of combat power along a single axis. There is additional risk associated with noncontiguous AOs in that units with noncontiguous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

- **Area of Influence.** Joint Pub 1-02 states the *area of influence* is that geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control. It is the battlespace that the commander can affect through the maneuver, fires, and other actions of his force. Its size is normally based on the limits of organic systems (fire support, aviation, mobility, and reconnaissance capabilities) and operational requirements identified within each of the warfighting functions. The area of influence normally reflects the extent of the force's operational reach. MAGTFs have significant areas of influence, employing Marine fixed wing aviation, to extend the operational reach of Marine forces.

The commander considers his mission, forces, inherent warfighting functions requirements, and the AO to determine his area of influence. The area of influence is useful to the commander as a tool in assigning subordinate areas of operations and in focusing intelligence collection and information operations to shape the battlespace to facilitate future operations. Today's area of influence may be tomorrow's AO.

- **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 the AO and area of influence, the area of interest may stretch far beyond the other parts of his battlespace. In analyzing the battlespace to determine his area of interest, the commander may pose the questions, "Where is the enemy and where are his friends?" and then "Where am I, and where are my friends?" The answers to these questions help identify the size, location, and activities that constitute the commander's area of interest. He may also consider critical information requirements such as critical terrain and infrastructure features and the ability of his intelligence and information assets to collect on these features when determining this area. The commander may request joint theater or national assets to help him understand the battlespace and collect intelligence throughout his area of interest.



Another key point to remember is that the area of interest may be non-contiguous. For example, a forward deployed MEF may have an area of interest back in the continental United States while the time phased force and deployment list is being executed. It may also have areas of interest around airbases in other countries neighboring the MAGTF's AO. Using non-contiguous areas of interest conserves time and scarce collection assets. Assets will be allocated and time will be invested to provide the information required. Identifying non-contiguous points vice large generic areas is a technique that can conserve these valuable resources. (MCDP 1-0)

What is the Battlefield Framework?

The battlefield framework describes how the commander will organize his battlespace and his forces to achieve a decision. 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. Supporting efforts are addressed in the context of deep, close, and rear operations as part of the single battle. The battlefield framework provides the commander and his staff with an organized way to ensure that they consider in planning and execution all essential elements of successful military operation. (MCDP 1-0)

2004. 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 threat and the environment in a specific geographic area. The IPB process helps the commander selectively apply and maximize his combat power at critical points in time and space. It determines the threat's likely COA, and it describes the environment in which the command is operating and the effects of the environment on the command's operations. Battlespace and weather evaluations assist in identifying obstacles, mobility corridors, and avenues of approach; predicting weather effects for numerous mobility options; and estimating sea conditions. Intelligence preparation of the battlespace includes templating with 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. Those products are—

PRODUCT	PLANNING STEPS SUPPORTED
Modified Combined Obstacles Overlay	Mission Analysis COA Development Transition
Doctrinal Template	Mission Analysis COA Development COA Comparison and Decision Transition
Situational Template	COA Development COA War Game COA Comparison and Decision Orders Development Transition
Event Template and Matrix	COA War Game COA Comparison and Decision Orders Development Transition
Decision Support Template and Matrix	COA Comparison and Decision Orders Development Transition (Also used during execution)

(MCWP 5-1)

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.
- **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.
- **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.

(MCWP 5-1 and MCRP 2-12A)

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: a. In-place units. b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation. c. Routing of forces to be deployed. d. Movement data associated with deploying forces. e. Estimates of nonunit-related cargo and personnel movements to be conducted concurrently with the deployment of forces. f. 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)

Part III

Execution

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. (MCDP 1-0)

3001. Command and Control

Command and control is the exercise of authority and direction over assigned or attached forces in the accomplishment of a mission. Command and control involves arranging personnel, equipment, and facilities to allow the commander to extend his influence over the force during the planning and conducting 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. Commander's command while staffs coordinate, making 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 to direct action to exploit new opportunities or to 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. (MCDP 1-0)

What is Command?

Command is a function of authority, responsibility, and accountability. Formally defined, it is “the authority that a commander in the Armed Forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel.” Command in the naval Services also implies *leadership*—the art of motivating people toward a common objective. Leadership is the foremost quality of command, instilling unit cohesion and sense of purpose. It is the catalyst that inspires effort, courage, and commitment. Leadership is the cornerstone of effective command. (NDP 6)

What is Control?

Control is the means by which a commander guides the conduct of operations. A commander commands by deciding what must be done and exercising leadership to inspire subordinates toward a common goal; he controls by monitoring and influencing the action required to accomplish what must be done. Given the disorderly and chaotic nature of war, each naval commander must balance his desire to orchestrate events with an understanding that success in combat demands freedom of action for subordinates. (NDP 6)

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. Includes 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.

(Draft 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 Draft Joint Pub 3-02)

What Information Operations Capabilities does a MAGTF Possess or Use?

Information operations (IO) include all actions taken to affect enemy information and information systems while defending friendly information and information systems. Elements of IO include; deception, electronic warfare, operations security, psychological operations, physical destruction, and computer network operations. Civil affairs and public affairs are considered IO-related activities.

IO capabilities in the Marine Corps include: human intelligence, counterintelligence, interrogator-translator operations, ground-based signals intelligence, electronic warfare (ground and airborne), communications security monitoring, special intelligence communications, and the incorporation of deception and physical destruction into the concept of operations/fires. The Marine Corps has two reserve civil affairs groups and draws from the U.S. Army's 9th Psychological Operations Battalion to augment its IO capability. (MCWP 3-36)

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 are 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. These operations impose the commander's will on the enemy. 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. (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. (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 by fire and maneuver the enemy force's front 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. (MCDP 1-0)

What are 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. (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 will one type or the other be used 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. (MCDP 1-0)

What are the Functions of Marine Aviation?

Marine aviation provides the MAGTF with six specific functions—

- **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.

(MCWP 3-2)

3003. Fires

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 are 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. (MCDP 1-0)

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.
- Weaponing assessment.
- Force application.
- Execution planning/force execution.
- Combat assessment.

Normally, targeting within the MAGTF 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 MAGTF must integrate D3A with the air targeting cycle since the MEF commander's primary tool for deep operations is aviation. (Joint Pub 3-09, MCWP 3-16)

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

Targeting within the MAGTF command element is performed by the FFCC targeting cell. 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 (FSCCs) interact with the command element through the MAGTF 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 MAGTF 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. (MCWP 3-16) [*The MAGTF targeting board must integrate within the joint targeting board.*]

How does Marine Aviation Conduct Fires?

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, 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 Line? Who Establishes it?

One of the most important and frequently misused fire support coordinating measures at the operational level is the fire support coordination line (FSCL). A FSCL is a permissive fire support coordinating measure used to facilitate timely attack of the enemy by air and surface-based fires. Supporting elements may engage targets beyond the FSCL without prior coordination with the establishing commander, provided the attack will not produce adverse effects on or to the rear of the FSCL or on forces operating beyond the FSCL. It is established and adjusted by the appropriate ground or amphibious force commander in consultation with superior, subordinate, supporting, and other affected commanders. The FSCL is not a boundary between aviation and ground forces and should not be used to delineate a de facto AO for aviation forces. It is located within the establishing commander's AO. Synchronization of operations on either side of the FSCL out to the forward boundary of the establishing unit is the responsibility of the establishing commander. When possible the FSCL should be drawn along readily identifiable terrain to aid in recognition. (MCDP 1-0)

The FSCL is not a boundary—the synchronization of operations on either side of the FSCL is the responsibility of the establishing commander out to the limits of the land or amphibious force boundary. The establishment of an FSCL does not create a “free-fire area” (FFA) beyond the FSCL. When targets are attacked beyond an FSCL, supporting element's attacks must not produce adverse effects on or to the rear of the line. Attacks beyond the FSCL must be consistent with the establishing commander's priorities, timing, and desired effects and deconflicted whenever possible with the supported headquarters. (Joint Pub 3-09)

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)

3004. Logistics

Logistics encompasses all activities required to move and sustain military forces. At the tactical level, logistics is referred to as combat service support and involves arming, fueling, fixing equipment, moving, supplying, manning, and by providing personnel health and services. A dependable uninterrupted logistics system helps the commander seize and maintain the initiative. Conversely, attacking the enemy's support system can often threaten or weaken his center of gravity.

Commanders should anticipate requirements in order to push the right support forward. 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. (MCDP 1-0)

What are the Functional Areas of Logistics?

Logistics is normally categorized in six functional areas—

- Supply.
- Maintenance.
- Transportation.

- General engineering.
- Health services.
- Services.

(MCWP 4-1)

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 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 prepositioning ships squadrons (MPSRONs). These squadrons are strategically positioned around the world. By prepositioning the bulk of equipment and 30 days of supplies for a notional 17,600-man force aboard specially designed ships, 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.
- **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 a dedicated sealift for movement of the Marine aviation logistics squadron supplies and equipment and an afloat 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 Geopositioning Program.** The Norway Geopositioning Program is a capability similar in scope to that of an MPS squadron. The program, established with the Government of Norway, permits the repositioning 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* (or delegate directive authority for a common support capability). The exercise of directive authority for logistics 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 organization.

(MCWP 0-1.1)

The intent of directive authority for logistics is to maximize effectiveness, efficiency, and economy of operation to prevent or eliminate unnecessary duplication of facilities and overlapping of functions among Service components. It 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 directive authority for logistics. With directive authority for logistics, 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. (MCWP 4-12)

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 CSS area that provides sustained support to the landing force.

MAGTFs 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)

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/ROs 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 prepositioning 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 force service support group (FSSG) is the MEF combat service support element. It is a grouping of functional battalions that provide tactical-level ground logistic support to all elements of the MEF. In addition, a separate FSSG may be designated as a Marine Corps logistics command to provide operational-level logistic support to the Marine component of a joint command. The FSSG organizations are structured to provide task-organized groups to support independently deployed battalions, regiments, MAGTFs, and/or geographically separated units.

While the Marine division depends on the FSSG for extensive combat service support, the division is structured with a significant array of organic

logistic capabilities, which should be utilized before requesting support from the FSSG.

The Marine aircraft wing (MAW) possesses organic aviation and ground logistic capabilities. It employs organic aircraft-specific aviation supply, maintenance, and services capabilities in direct support of aircraft squadrons and groups. Although the MAW has its own aviation ground support capabilities, it depends on the FSSG for ground combat service support and delivery of aviation bulk commodities. (MCWP 4-11)

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 nonreparable), 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)

Where are the Level I and Level II Treatment Facilities/ Capabilities Located on the Battlefield?

Patients are evacuated from Level I [battalion aid stations, beach evacuation stations, and shock trauma platoons (STPs)] to Level II [surgical company and casualty receiving and treatment ships]. At this level in the health service support system, only flow-through beds exist. True hospital beds exist only at Level III [TAH (hospital ships) and Fleet hospitals] and above. STPs and surgical companies holding beds are cots. Normally these hold patients for up to 72 hours only. The medical battalion, FSSG provides initial resuscitative health service support to the MEF and is the only source of organic Marine Corps medical support above the battalion or regimental aid station level. (MCWP 4-11.2)

Where are the MAGTF's Bridging Assets Located?

The only active duty Marine Corps units that carry bridges on their table of equipment are the bridge companies of the engineer support battalions, FSSG. The engineer support battalion provides combat engineering and limited general engineering, to include installing standard and nonstandard bridging. Two of these companies are in the reserves. The naval mobile construction battalion provides responsive military construction support to the Navy and Marine Corps, to include the installation of standard and nonstandard bridging. (MCWP 3-17)

3005. Force Protection

Force protection is those measures taken to protect the force's fighting potential so that 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 from 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. (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 are the Functions of the Rear Area?

The broad functions of rear area operations, as delineated within both joint and Marine Corps doctrine, include—

- Security.
- Communications.
- Intelligence.
- Sustainment.
- Area management.
- Movements.

- Infrastructure development.
- Host-nation support.

(MCWP 3-41.1)

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.

Threat Level	Possible Threat	Response Force
Level I	Agents, sympathizers, terrorists, saboteurs	Unit, base and base cluster self-defense
Level II	Small tactical units, unconventional forces, guerillas	Self defense measures with response force(s) and supporting arms
Level III	Large tactical units (air/helicopterborne, amphibious)	Tactical combat force

(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. 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 is a Forward Operating Base?

An airfield used to support tactical operations without establishing full support facilities. The based may be used for an extended time period. Support by a main operating base will be required to provide backup support for a forward operating base. (Joint Pub 1-02)

What are the Forward Operating Base Classifications?

- **Main Air Base.** A secure airfield capable of supporting sustained ops ashore. Can handle all aircraft up to and including C-5s and C-141s. Includes intermediate maintenance activity support.
- **Air Facility.** A secure airfield capable of supporting squadron-sized elements and organizational maintenance activity support. Can be an airfield, road segment, expeditionary airfield, or clear and level ground. Can sustain combat sortie rate operations and support forward sites like forward arming and refueling points (FARPs).
- **Air Site.** A secure location where aircraft preposition to reduce response time. Operations limited to receiving and launching previously loaded aircraft awaiting pre-planned or immediate missions.
- **Air Point.** FARPs and lager points designed to support specific tactical missions. FARPs permit aircraft to rapidly rearm and refuel close to the battle to reduce response time. Lager points are locations at which aircraft marshal between missions.

3006. Intelligence

Intelligence provides the commander with an understanding of the enemy and the battlespace as well as identifying the enemy's centers of gravity and critical vulnerabilities. It assists the commander in understanding the situation, alerting him to new opportunities, and helps to assess the effects of actions upon the enemy. Intelligence drives operations and is always focused on the enemy. Intelligence supports the formulation and subsequent modification of the commander's estimate of the situation by providing as accurate an image of the battlespace and the threat as possible. It is a dynamic process that is used to assess the current situation and confirm or deny the adoption of specific courses of action by the enemy and helps refine the commander's understanding of the battlespace and reduces uncertainty and risk.

Intelligence provides indications and warnings of potential hostile action, which prevents surprise and reduces risk from enemy actions. Intelligence supports force protection by identifying, locating, and countering an enemy's intelligence collection, sabotage, subversion, and terrorism capabilities. It also supports targeting by identifying target systems, critical nodes, and high-value targets and locating 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, which is the timely and accurate estimate of the damage resulting from the application of military force. (MCDP 1-0)

What Reconnaissance Assets are Available Within the MEF?

- **MAGTF-Level Assets.** Radio battalion, ground sensor platoon, imagery interpretation platoon, counterintelligence/human intelligence (CI/HUMINT) company, force reconnaissance company.
- **GCE Assets.** Reconnaissance battalion, light armored reconnaissance battalion, counterbattery radar (artillery regiment), scout-sniper platoon (infantry battalion).
- **ACE Assets.** Unmanned aerial vehicles, F/A-18D with the Advanced Tactical Airborne Reconnaissance System (ATARS), EA-6B electronic reconnaissance/warfare. (MCDP 1-0)

What is the Intelligence Operations Center?

The intelligence operations center (IOC) is the principal MEF intelligence operations and command and control center that is 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 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)

What is the Reconnaissance Operations Center?

The reconnaissance operations center is the main node for the command and control of force reconnaissance company's operations and the overall coordination of MEF ground reconnaissance operations. It processes, analyzes, produces, and disseminates ground reconnaissance-derived information in support of MEF intelligence requirements. (MCWP 2-15.3)

Part IV

The MAGTF Liaison Officer

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 that 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.

The liaison officer is the most commonly used means of maintaining close, continuous contact with another command. He 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. The liaison officer must have the proper rank and experience for the mission and have the commander's full confidence. 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 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.
- 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)

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 (SOPs).
- 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*.
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- Reachback system (laptop or other device 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.